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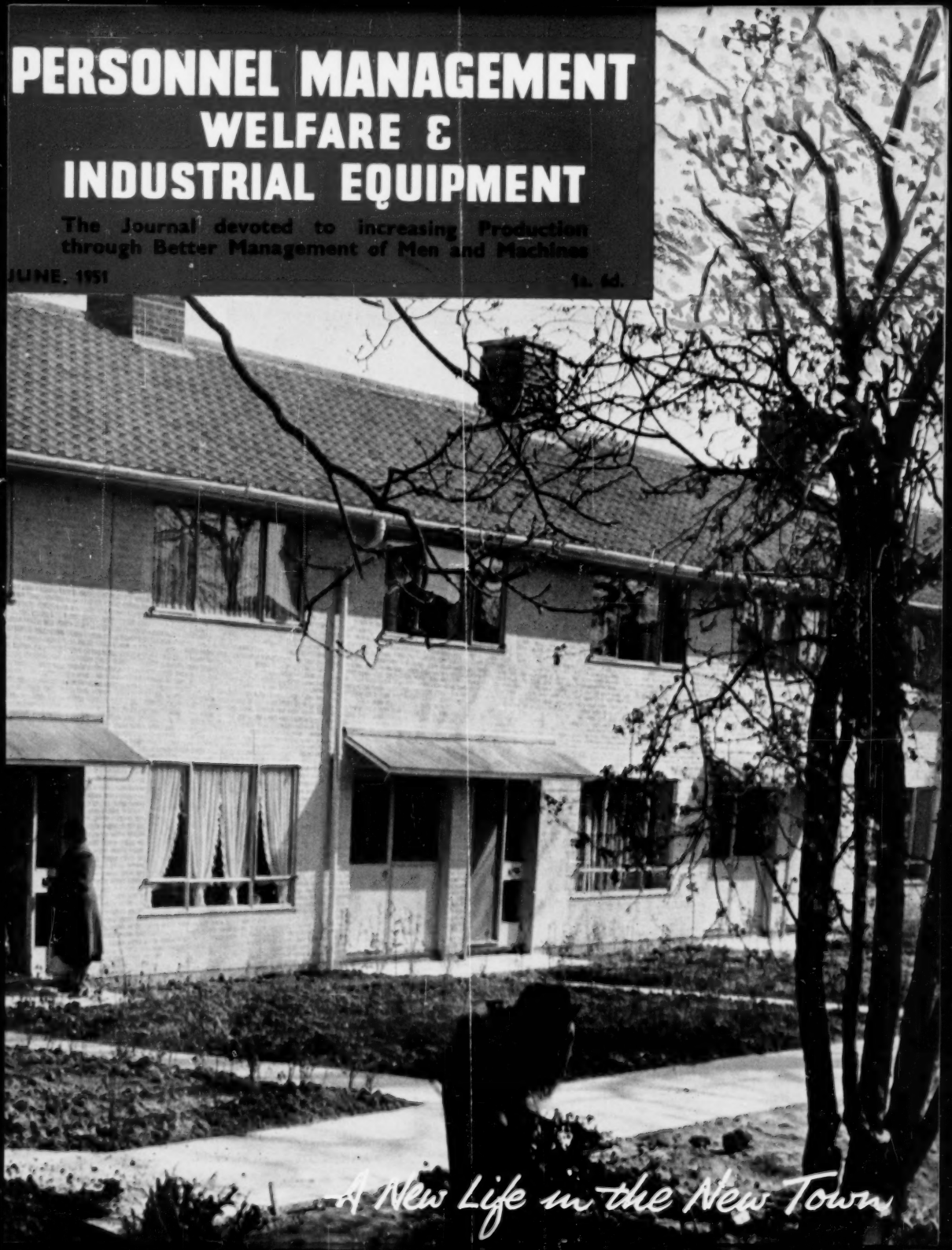

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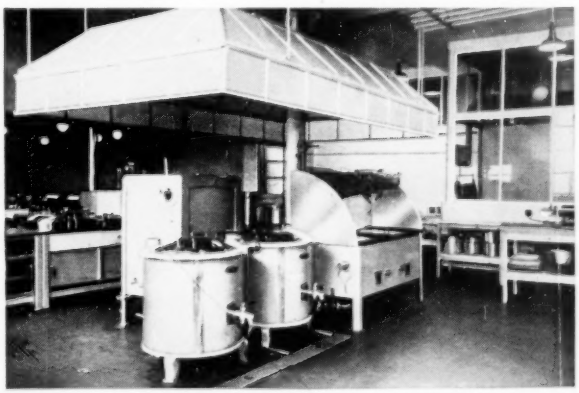

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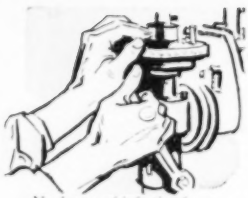

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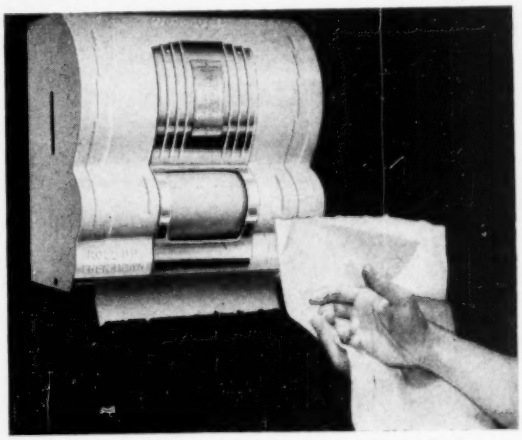

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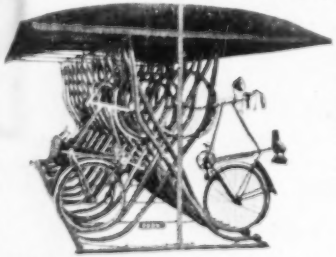

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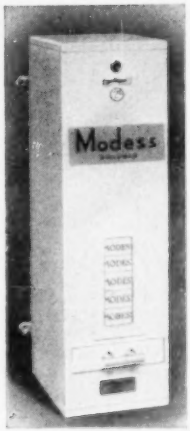

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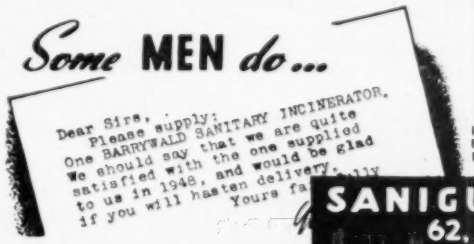
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Vol. 17 No. 133 JUNE, 1951

Contents

PERSONNEL MANAGEMENT

Moving Your Factory to a New Town Means a Big—but Rewarding—Personnel Job 541

Personnel Management Afloat 544

Leisure the Incentive at Chester-le-Street 546
by Harold Champion

A "Points" Bonus System for Foremen Shows Good Results 548
by Christina Hyde
Birmid Industries Ltd.

WELFARE & TRAINING

This Firm Teaches Youth How to Work—and How to Live 551

The Writing Should be as Good as the Printing in House Magazines 553
by Leonard Taylor
W. H. Smith and Sons Ltd.

These Ideas Help to Attract—and Keep—our Women Workers 554
by R. Bland
Armstrong's Patents Ltd.

Loop Films Can Help the Study of Complex Operations ... 572

SAFETY & HEALTH

Seven New Safety Devices 556

CANTEEN

Feeding T.V. Personnel: A look at the B.B.C.'s Latest Staff Restaurant 561

PRODUCTION EFFICIENCY SECTION 565

READERS' SERVICE SECTIONS:

Survey of Current Personnel Practice 549

Personnel News Bulletin 557

Parliamentary Paragraphs 560

Summary of Official Publications and New Rulings 568

Looking Ahead: Welfare and Production Equipment to be Installed 570

Month's Engagements 573

COVER

Moving from overcrowded London to a spacious home in healthy surroundings is one of the benefits conferred on the employees of firms who transfer their factories to one of the new satellite towns. The cover picture shows the type of house available at Crawley, Sussex, whose Development Corporation is doing so much to help employers who make the move. Another Crawley housing photograph is reproduced in the article which starts overleaf.

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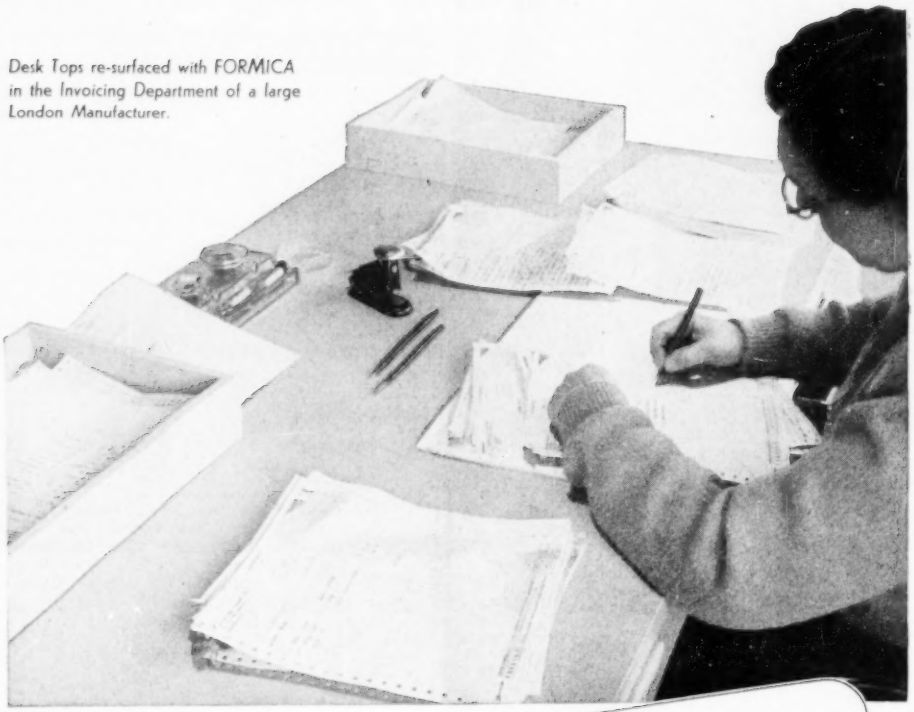

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Moving your factory to a new town means a big—but rewarding—personnel job

WHEN W. C. Youngman Ltd. decided to move their factory from Wandsworth, a crowded part of South West London, to the new town at Crawley, Sussex, they did most of their employees a very good turn.

Wandsworth is not London's most salubrious neighbourhood and, like the rest of the city, it suffers from an acute housing shortage. Many of Youngmans' workers had been living in conditions ranging from the drab to the unhealthily overcrowded. Some of the younger men had been unable to get married, for the simple reason that they could find nowhere in which to start a home. Several of the married employees were worried by the ill-health—caused or aggravated by cramped accommodation—of their wives or families.

Small wonder that, when news of the impending move was made known, few employees were unwilling to be transplanted into the green countryside and sweet air of Crawley.

Organising the removal was, of course, a very big job indeed, and there was little precedent to serve as a guide. Youngmans were the first firm in the country to obtain a location certificate and a building licence for a factory in a new town. They had started looking for a site in 1944—expansion being impossible in Wandsworth—and had eventually decided on Crawley as the place most likely to enable them to build the factory they wanted to build.

The first step on the personnel side was to decide who among the employees should be asked to move to the new factory. Many operatives had been with Youngmans for a long time, and had acquired special skills which the company could ill afford to lose. These people were, naturally, on the priority list. On the other hand, it had been decided to maintain a permanent establishment, to serve as a warehouse and sales counter, in Wandsworth, and staff for this had to be found from the existing labour force.

When the "removal" list had been completed, each of the 200 or so employees—whether on the office or works staff—named on it was interviewed by the company secretary, Mr. C. H. Cuttriss, and asked

Above: The new factory at Crawley is a well-designed building, pleasant to work in

A wonderful change from Wandsworth—houses at Crawley typical of those allotted to Youngmans' employees

whether he would be willing to transfer. On his agreeing to do so (there were few refusals) he was told of the amenities he could expect to enjoy both at work and at home in the new town, and asked what type of house he would need. Every endeavour was made to meet his wishes.

At the time the Crawley Development Corporation were allotting houses to the company in blocks. It had been originally intended that the provision of housing should keep pace with the transfer of labour to the new site, so that homes for workers of any one firm could be spread over the various residential neighbourhoods of the estate. But factory installation had temporarily overtaken house-building, and freedom of choice had consequently had to go by the board.

Mr. Cuttriss describes this allocation of houses as one of the most difficult personnel jobs of the move. Even with his 18 year knowledge of the firm, he had great difficulty in ensuring that next door neighbours would "mix." That he succeeded is evidenced by the enthusiastic approval for their new environment expressed by Youngmans' employees.

Removals started towards the end of 1949 and were continued as houses became available. Today, two-thirds of the personnel have been transferred to Crawley, the firm paying all removal expenses. The remaining one-third awaiting accommodation are travelling to work each day from London, the difference between their old and new travelling expenses being paid by the company. It is hoped that the labour transfer will have been completed by August of this year.

Rents presented another problem which had to be solved by the management. The average rent of a three-bedroomed house in Crawley is 31s. to 35s. a week; typical Wandsworth rents ranged from as low as 12s. 6d. to 21s. for a pre-fab. (Some employees, of course, found the move financially beneficial. They had been paying exorbitant, post-war rents for, in many cases, one or two rooms.)

London Rates Paid

To help their workers to pay these higher rents and to buy the new furnishings which many found necessary, the company are continuing to pay London trade union rates. This increases the pay of a skilled operative by about 3d. an hour, or 10s. to 12s. a week.

The building of the new factory gave the management a splendid opportunity not only of designing a very efficient production unit but also of providing exceptional working conditions for their staff and operatives. An examination of the premises reveals how well they have taken advantage of this opportunity.

Office staffs are too often the Cinderellas of modern industry, and are frequently required to work in—and meekly accept—conditions which would call forth the wrath of a militant trade union. But at Youngmans' the offices are a joy to work in. Lofty, light and airy, with windows running the length of at least one wall, they are cheerfully decorated, with beige walls and white ceilings, and allow ample working space for each individual.

The windows look out on to the lawns which enclose the office block. Beyond are fields and trees, with the spidery scaffolding and brick and concrete of the new town visible but not obtrusive in the middle distance.

Those innumerable walks to and from the shops with drawings, prints, documents, etc., are eliminated by the Lamson pneumatic tube system which has been installed. Operating on the same principle as that employed in many retail stores, the Lamson tubes convey paper-work quickly and economically.

A fan in the tower maintains a healthy working temperature both in offices and workshops by blowing air through electric heaters during cold weather and, reversed, sucking air in through the windows in warm periods.

All offices are provided with more than adequate lighting in the shape of globe-encased filament lamps, each with its own cord-operated switch.

The management are proud of their workshops, and rightly so. Convinced of the value of the intelligent use of colour, they have enhanced the spaciousness of the shops by painting them in shades of green, with roof trusses, pipelines, etc. almost unnoticeable in their light green paint, which is of the same shade as the upper half of the walls. The dado is several shades darker.

Youngmans' production comprises both wood and metal work, and all machines and machine tools for both types of product are painted an attractive blue-green, with working surfaces picked out in focal buff and dangerous components — electrical switchgear, leads, etc.—in focal orange.

Great efforts have been made to keep the shops clean. This is especially noticeable in the polishing shop where, after two months of operation, the light green upper half of the walls still looks as fresh as the day it was painted. Dust is non-existent, the buffing wheels being enclosed in a wooden "box" running the length of one wall and holding the ducting through which the dust is extracted by suction fan and conveyed to a dust arrester outside the building.

The boiler room has to be seen to be believed. Looking as spotless as the better type of canteen kitchen, it contains three Oilex boilers immaculate in Chromatone green, with their steam pipes painted scarlet.

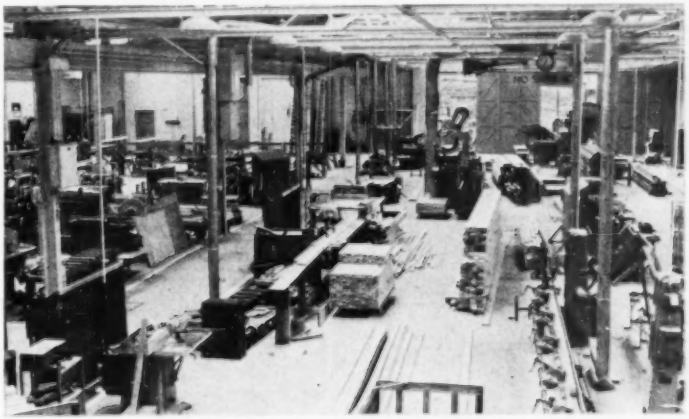
An unusual type of locker has been designed for the hats, overcoats, raincoats, etc., of workshop personnel. Made of wood, it consists of a pair of five-sided boxes joined together by hinges, with the open sides facing inwards. Hooks are fixed in the top. Both halves of the locker are mounted on castors and, when closed, form a compact unit which can be stowed neatly against a wall. Clothing is not only protected from dust, but invisible as well.

Safety is another matter which has received a great deal of thought and attention. All machinery is, of course, fitted with the requisite guards. Propaganda is continuous, both verbally from management and supervisors and visually in the form of posters issued by the industrial safety division of the Royal Society for the Prevention of Accidents. The new colour scheme has been found to be making no small contribution to the cutting down of injuries.

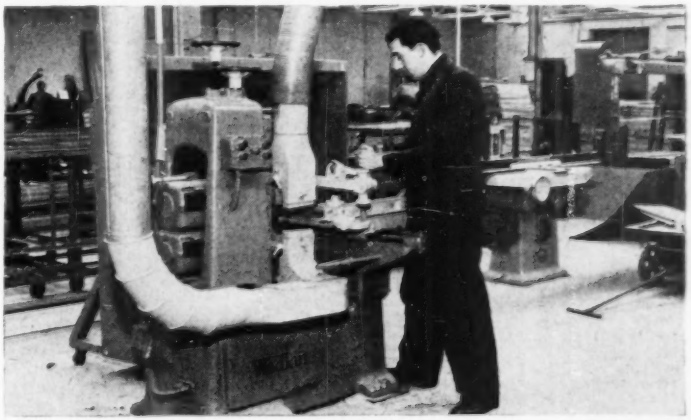
The canteen, another bright and airy room, with beige and brown walls, seats seventy-two. This is an adequate capacity in a factory such as Youngmans, where all homes are within walking distance and the pull of the home-cooked dinner is great. Those employees who choose to eat on the premises are served with a lunch costing, on the average, 1s. 5½d for meat dish, sweet and tea. The canteen contractor also provides tea in the ten-minute morning and afternoon breaks. Before lunch and at the end of the day all employees are allowed three minutes washing time.

As for the social side, Youngmans never found much enthusiasm for this when they were at Wandsworth, and the preoccupation with settling in at Crawley has precluded much activity up to the present. The management hope that before long their employees will make more use of the facilities available, facilities which did not exist at the old factory.

The new buildings occupy only one half of the ten-acre site, and football and cricket pitches have been laid out, and a pavilion built, in the fields which form the remainder.

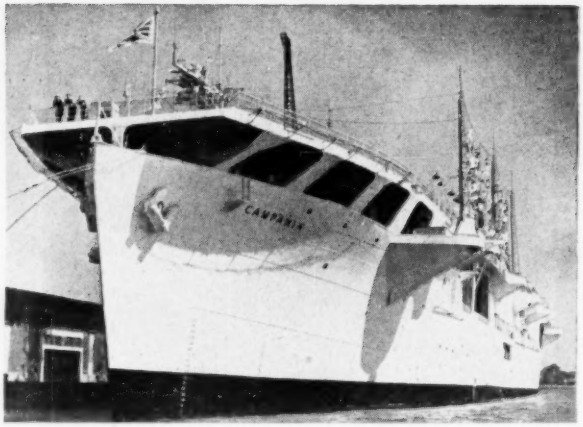


The spacious woodworking shop, painted in shades of green



Blue-green machines have focal buff working areas.

Thousands of people visit the Festival ship every day and the success of their visit can be made or marred by the staff who attend them. How to keep 250 Merchant Navy and civilian personnel happy and efficient is the task of management. This glimpse of life below decks shows how they are doing the job.



Personnel Management Afloat

THAT picturesque phrase—"a happy ship"—sometimes quoted by personnel managers to describe a contented and co-operative labour force in the factory, has a very real significance for members of management aboard the Festival Ship, "Campania." For here is a varied labour force, brought together for the short space of five months to do a job of work which calls for a high degree of esprit de corps.

Responsibility for the contribution of the civilian part of the team lies mainly with the senior management officer, Col. E. E. Johnson, R.M. (Retd.) and his assistant, Mr. J. H. Ellis. This group consists of about 130 male and female Festival staff—attendants, cashiers, telephone operators, office workers, and catering staff. Catering is being carried out by the contractors—Highland Industrial Caterers — who control their own staff from a work point of view.

Merchant Navy personnel, about 120 of them, are directly responsible to Captain F. S. Thornton, O.B.E., who is in charge of the ship. All members of the crew, both Merchant Navy and civilian, are ultimately responsible to the Captain and when taken on had to sign ship's articles accepting ship's standing orders on all matters affecting safety and discipline.

The crew fall into three main organisational groups: Merchant Navy (responsible only to the Captain); Festival staff (responsible to the senior management officer and ultimately to the Captain); and catering staff (responsible while on the job to their own management, otherwise to the senior management officer and ultimately to the Captain).

There are also two sub-divisions of the Festival staff: a group of five G.P.O. telephone operators with their own supervisor, and casual cleaning staff which will be engaged at each port.

Such a heterogeneous labour force must produce many problems of adjustment, especially as the crew are not only working together, but living together, and under conditions which are unfamiliar, at least to the "landlubbers."

The general welfare of the female staff is being taken care of by the chief woman supervisor, Miss Jessaume, and her assistant, Mrs.

Above: F. S. "Campania," sparkling with white paint and dressed with flags, looks even gayer when floodlit

Opposite: Festival staff, obviously enjoying their meal, in the civilian "mess"

Gillespie. On the male side, the chief attendant and his assistant are responsible for looking after the men and taking up any grievance or difficulty on their behalf with the senior management officer.

As the exhibition is open to the public from 9.30 a.m. to 10 p.m., the staff have to work on shift. The Festival staff are engaged on the basis of a 48-hour week, for which an attendant, for example, is paid about £6, and a woman working in an information kiosk about £4, plus board, lodging and uniform in each case.

Merchant Navy personnel are, of course, paid the recognised union rates, as are also the G.P.O.'s telephone operators and the catering staff.

Living quarters are very good, especially in view of the fact that the "Campania," formerly an aircraft carrier, has had to be converted so as to allow the maximum space for exhibition purposes and for accommodating the public. The women's cabins are roomy and well-equipped. A typical cabin, shown in the photograph, contains two bunk beds, with a nest of self-locking drawers beneath each, a wardrobe, chest of drawers, concealed wash-basin, two desks with ample shelf space above, and two or three chairs of the stacking type.

All furniture is built-in and made of metal painted battleship grey, with walls and ceiling painted white. The brick-red floor, a rug and patterned curtains add an attractive touch of colour.

The occupants, with that gift for home-making which is common to most women, have added a vase of flowers, books, photographs and other personal "knick-knacks," making the cabins cosy and comfortable places in which to relax. Ways and means of employing off-duty hours have not been overlooked, however, and a recreation room offers facilities to both men and women to enjoy a game of darts, or chess, or cards, write letters, or read books from the library.

Provision of baths and wash basins is quite generous, and in one washroom ironing boards and electric irons are supplied so that the women can do their personal laundry.

Uniforms, however, are cleaned, pressed and repaired by the authorities on board, a very necessary provision for staff who are under observation by the public. Women supervisors wear the attractive grey Festival uniform with white trims and white gloves; the other women wear the specially designed wrap-over in pastel shades, and the catering staff wear white.

A supervisor does her "chores"

At home in nautical surroundings

Men attendants have the grey uniform and cap as worn by Festival staff at the South Bank Exhibition. Merchant Navy officers and men wear their usual uniforms with the Festival symbol incorporated in the cap badge.

No crew can be willing and active workers unless they are well fed, but on this score there appear to be no complaints. The Merchant Navy crew are well taken care of by the ship's cook, and the caterers provide meals for all the civilian staff, as well as for the public cafés.

Democracy reigns in the dining hall, which is used by all grades of civilian staff. Food is plentiful and good. One of the attendants recounted to this reporter, with much satisfaction, the menu for the previous day: breakfast—porridge or cornflakes, two rashers of bacon and an egg, bread, butter and marmalade (*ad. lib.*), and tea. Midday meal—soup, fried fish, chop, vegetables, fresh apples, tea or coffee. And a "high tea," with meat. The staff may also buy snacks in the cafés if they wish, and a small staff canteen sells cigarettes, sweets, etc.

In case all this good food, and rough weather, combine to make some of the "landlubbers" unhappy, the Medical Officer is ready and waiting in the ship's hospital to deal with casualties. This hospital also serves the general public, and the M.O. will be helped by contingents of Red Cross and St. John Ambulance workers who will be taken on at each port.

Fear of sea-sickness, absence from home, or other possible disadvantages have not caused any lack of applicants for jobs aboard. The G.P.O. had over 2,000 applications for the vacancies for telephone operators, and the lucky half-dozen finally selected are no doubt envied by their colleagues for this opportunity to work and live on the Festival Ship.

Management staff, who are responsible for ensuring that everybody on board works together as an efficient and harmonious team, are nevertheless prepared for some "ups and downs"—in more senses than one! Among such contingencies, the possibility of a few weddings before the end of the journey cannot be ruled out. But they are confident that, with no effort being spared to ensure the well-being of the crew, and the realisation on the part of members of the crew themselves, that they are enjoying a unique experience, F.S. "Campania" can justifiably be called a happy ship.

This below decks organisation will not be apparent to the public. What the public sees is a fascinating floating exhibition, F.S. "Cam-

(*Continued on page 573.*)

Captain F. S. Thornton, O.B.E.

Leisure is the incentive at Chester-le-Street

By HAROLD CHAMPION

Searching for a means to improve the productivity of his sweets factory—staffed mainly by women, many of them married—Mr. G. K. Horner found that paid time off on Fridays worked wonders where monetary incentives did not. Encouragement of the group competitive spirit helped too.

Packers came into the team

TWO impressions, dissimilar perhaps, but each in its own way of great significance, remain with me after my visit to the Chester-le-Street factory of George W. Horner and Co.: the appetising aroma pervading the premises (which, I confess, surprised me, for in my ignorance I had always associated cloying sickliness with the manufacture of sweets); and, secondly, the atmosphere of unhurried drive apparent everywhere.

To the second the key is in the managing director's office. Mr. G. Kenneth Horner is typical of the new generation of industrialists now making itself felt everywhere, but particularly in the North of England. Highly educated—he is a Cambridge man, ex-service—he succeeded to the full burden of responsibility for the firm's destinies on the death of his father in 1947.

But before that, as assistant managing director, his special sphere was increasing the productivity of the five-acre plant. With limited raw materials and an organisation geared to greater production, how could higher productivity be achieved? He saw it as largely a personnel problem.

Sweet rationing led as a natural consequence to rising labour cost. Mr. Horner felt that the output per employee was far from satisfactory, though superficially the factory had all the appearance of a smoothly running machine. And, besides, he needed an economical production to enable him to compete in overseas markets.

Now, Chester-le-Street is far from being a depressed area. On the contrary the town is prosperous and employment is in sound health. Eighty-five per cent of the 400 employees in Horner's works and offices are women. Of these the great majority are from families with other wage earners, many of them miners.

Another important factor is that a good many of the women are married.

What did all this add up to? That extra spending money was not a very strong incentive to higher output—especially when income tax was taken into consideration.

But the good folk of Chester-le-Street are no kill-joys. They like to work hard, it is true, but—*dulce est desipere in loco*—they enjoy a good time when opportunity offers, as it usually does on Friday evenings. That is the time when they go to a dance or the pictures or some local function.

It therefore occurred to Mr. Horner that paid time off on Friday afternoons would be much more likely to appeal to his women workers than extra pay for overtime.

So as an experiment the target scheme was initiated.

Each department was set a target based on the output of the toffee

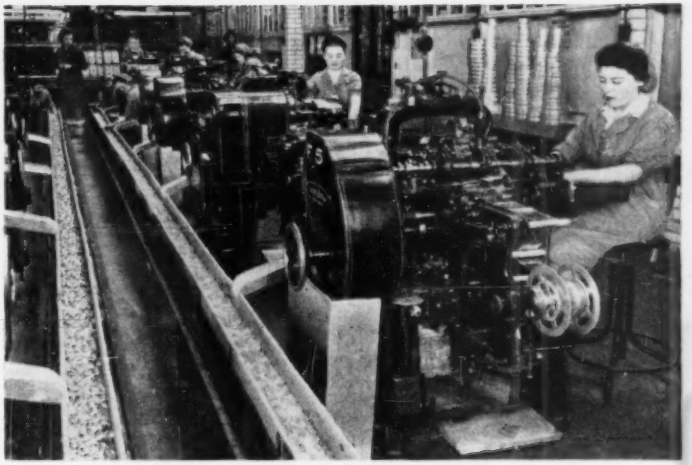
An atmosphere of unhurried drive is apparent everywhere

wrapping machines. Each section included people who boiled and prepared the material for the machines as well as those who operated them. Packers came into the team as well.

The effect of this grouping was that each section did in fact work as a team in which the more go-ahead members stirred up their slower and weaker fellows to work harder and with more enthusiasm so as not to let the side down.

Each group's target was based on 75 per cent of the possible output of the machines in a normal working day, a figure which, in most cases, was an increase of some 15 to 20 per cent.

Groups reaching their target by Friday lunch time are allowed to go home in the afternoon though receiving full wages for the whole day. If, however, pressure of work necessitates their working through Friday afternoon despite their having reached the target, then double time is paid.



Output of the toffee-wrapping machines is the target basis

Results are spectacular. Output per person has jumped. Moreover, during the fifteen months the scheme has operated, the targets have been exceeded every week. Once the target is achieved there is no perceptible slackening of effort; indeed, the teams habitually try to beat their own figures.

Horners are part of the social system in this part of County Durham and the business is run in such a way as to foster neighbourly relations. In Chester-le-Street people get to know each other from their schooldays, and as far as this factory is concerned staff is small enough for the majority of the employees to be well known to the managing director and the works manager. It is not difficult to understand why most of the foremen and forewomen have been with the company all their working lives and are on Christian name terms with their fellow workers. After all, they have been brought up together and continue to be neighbours.

So there is no personnel manager or personnel management department of the type associated with large works with a big labour turnover. At Horners personnel problems are usually solved on the factory floor either directly with the managing director or by the foreman and forewoman.

Mr. Horner is a firm believer in consultation. When any new scheme affecting the personnel is to be introduced then the managing director explains it in detail to a meeting of foremen and forewomen and asks for suggestions. These members of the supervisory staff in turn explain the details to the rest of the workers, who themselves are invited to make suggestions.

Each section now works as a team

85 per cent are women

Traditional bonus systems can be a source of discontent when applied to the supervisory grades. Here is a suggestion for an alternative method —which has been tried and found effective in at least one engineering firm.

A "points" bonus scheme for foremen shows good results

By **CHRISTINA HYDE** (M.A. OXON.), *of Birmid Industries Ltd.*

IN these days, when accelerating production is making it possible for the man with piecework earnings to get a high wage, a problem that is always hovering over the factory shop is increasingly thrust into prominence. It is the problem of establishing a healthy ratio between the foreman's wages and the workers whose supervisor he is.

Most of us who know the dissatisfactions that ruffle the atmosphere of a typical large factory know how frequently this business of the foremen's wages creates an undercurrent of grievance, with its train of pernicious influence—surly and indifferent performance, poor handling of labour, and personal discontent and malaise. It is a source of sepsis in industrial relations that enlightened management must clear up. How best to do it?

The bonus scheme with all its possible permutations and combinations is that most generally used at present. In its simplest form, as still used by some firms, this means an annual lump payment, extraneous to weekly wages, and usually made at Christmas, accompanied by a letter from the directors conveying thanks for loyalty and good service. This seasonal goodwill is excellent but it is of short term effect. It engenders a temporary warmth of mutual feeling but, at least to the old style foremen, of the type who still provide three-quarters of the supervisory strength in British factories, it remains just a "Christmas box."

It is necessary therefore, to break down the bonus scheme into greater detail and to relate it clearly to the weekly or monthly pay packet. The monetary bonus (remember that in this article I am talking only about wages and not about any of the other hundred and one incentives which a shrewd management can offer its foremen) must be an award for certain results.

What results? Not an overall, arbitrary assessment of good service but a soundly analysed performance, the *modus operandi* of which is understood by both sides. Take, for example, a bonus scheme which has shown useful results and given satisfaction in a Midland engineering firm. The assessment is on a points basis.

How Points Are Earned

In any scheme, output figures must rank high in a scale of awards, and in this scheme, out of a maximal total of 100 points, 50 are allotted for production results. Ten go for mechanical efficiency, i.e., ability to make minor adjustments in machines, competence in the use of safety devices, care of tools, etc. Ten are for control of labour, e.g., decreased turnover, avoidance of the little storms that ripple the surface of a group life, steady and consistent discipline, regular timekeeping, and so on. Ten are set aside for general organising efficiency and keenness, fairness of job allocation, economic use of material, adherence to the progress department's schedule. Ten are for good housekeeping, tidy gangways, lighting and heating efficiency (which involves liaison with the maintenance department); and ten, the most difficult to "earn" are allotted for intelligent suggestions for improvements in production or personnel relations.

The list can be amended or extended by any management wanting certain specifics from its supervisors, and obviously the nature of the production programme and of the environmental conditions will influence the specifics required.

Assessment in the particular case history recorded is done by the departmental manager in co-operation with works manager and personnel manager. A high rating carries a near maximum monthly bonus (the week unit is too small) based on a sliding scale of hours worked. The foremen are shown the rating, can ask questions and be given clear answers.

It might seem, at first sight, that this periodic analysis of performance might prove irksome. In practice that seems not to happen, though much of the success of the scheme must lie in the hands of the personnel manager or works manager or whoever is directing the business. If it is carried out casually or any form of hostility on the part of the foreman is engendered, then the scheme is failing. Better far to revert to the well-tried system of paying a bonus on production figures, ensuring that however much your pieceworker adds to his packet, his supervisor's wage must proportionately rise.

But the value of the detailed rating bonus scheme is not only that it solves the demand for a wage which recognises the foreman's position and responsibility in relation to his operative team, but that it also provides a framework for wider foremanship training. If a departmental manager and works manager are regularly to discuss with their men performance and competence in such matters as control of labour, they will be half-way towards a better structure of industrial relations. The spotlight of enquiry will be periodically turned on to problems that fundamentally must be comprehended and solved by the men on the shop floor, and not only top level management, but also the man who makes or mars that top level policy, will be getting down to the essentials.

DO GOOD RELATIONS AID PRODUCTION?

IT has been taken as axiomatic that the happy and contented worker is the most productive worker. In order that the worker should be contented, welfare officers are appointed to handle personal problems, to provide recreational facilities and canteens. Close attention is paid to job placement, wage rates, promotion, pensions or forms of profit-sharing.

On the assumption that it is a good thing for the worker to be production-conscious, bonuses are offered for helpful suggestions, managements are urged to take workers into their confidence by explaining boardroom policy and decisions, and providing explanatory notes and diagrams on the financial structure of the company.

All these things are done for the purpose of creating esprit de corps and in the belief that mutual respect and affection will be to the benefit of all. That is the theory, and to many it would be tantamount to blasphemy to suggest that it does not work out in practice.

Research undertaken by the University of Michigan, U.S.A., indicates that human nature does not always respond in the way the textbooks suggest. A study of the Prudential Insurance Co., New Jersey, has been completed, and others are projected. The first questions asked of Prudential employees were: "How do you feel about the wage rate system? How do you feel about the way complaints are handled? How good a job does the company do in placing people in jobs they do best?

The response to those questions showed that most groups with the highest production output were dissatisfied on all three counts; low producers were not so critical.

Supervisor's Attitude

In terms of high production, high regard for the company apparently did not count, nor did job satisfaction nor money. "Supervisors, and not workers' attitudes or overall company policy, are the key to productivity," states the report. Even here, evidence showed that some delusions are entertained in respect of supervisors. The investigators concluded that "good supervisors identify themselves first with the employees, second with the company. They were critical of management policy, did not keep a close check on production, and gave their workers a relatively free hand."

Supervisors of the highest production groups took no active steps to get work out, took no trouble to explain work methods, and did not bother to suggest promotions.

All through the survey the same conclusion was reached. It was the high-producing groups who paid least attention to welfare services, the low-producing groups who made the most use of the firm's efforts to promote good relationship.

In some ways the survey bears out the findings of an earlier investigation at the Western Electric Company's plant. It was then discovered that such factors as good illumination were not of any marked importance in terms of production, and that it was the human factor which provided "workers' motivation." On the other hand, the conclusion that job satisfaction has no bearing on production does not tally with the investigations carried out in the United States during the war into ship-building yards. But the present investigators state that "dissatisfaction with the job, if it goes far enough, may be important, but in a normal situation does not count."

The investigators do not suggest that industrial welfare should be jettisoned merely because of anomalies found in the Prudential organisation. Taking one company with another, it suggests better over-all output will be found when accompanied by the best worker relationship. With one single company, however, it may often be found that relationship with top management does not matter.

It may well be that so-called good industrial relations has been over-emphasised as a dominant factor in productivity. Perhaps in contradiction to the textbooks of management, when all factories and works are contented we shall find the graphs of productivity not rising but falling.

(Condensed from *Works Management*, May, 1951.)

Grandfathers for Industry

LAST year the British Railway Executive handed 3-month dismissal notices to temporary employees who had reached the age of 65 or over. By the time the notices had expired the Railway Executive had changed its mind and asked them to stay. It had been found impossible to replace them by younger men; there were just not enough to go round.

This experience is becoming increasingly common in Government and private concerns where employers are sticking rigidly to conventional retirement rules. The next 10 years will see a decrease of about 500,000 in the

They are lending a hand on his land. This year the Ministry of Agriculture are seeking 110,000 volunteers to help gather in the grain, fruit and potato harvests. Pay is 1s. 6d. an hour, board and lodging 35s. a week (1s. 9d. and 20s. respectively in October and November). Full details can be had from the Ministry at 1-3 St. Andrew's Place, London, N.W.1

number of men between 18 and 40. This year, moreover, there will be 200,000 fewer boys and girls reaching the age of 18 than there were in 1939.

Can we help to meet this problem by employing old people after they have reached normal retirement age? There are two ways of looking at this: (1) Is it in the interests of the elderly people themselves that they should go on working? and (2) can they really be used on an economic basis, without creating fresh difficulties?

Sociologists and welfare workers seem unanimous that where old people are fit and willing to work it is of the greatest importance that they should do so. Some valuable data on the second question was gathered by the Seebohm Rowntree Committee in 1945, when advantage was taken of the high level of employment among old people at the end of the war to make a survey of this problem. Older people were found to be particularly successful as warehousemen, storekeepers, cleaners, boilermen, packers, gatekeepers, and lift attendants, as well as at semi-skilled joinery and light assembly where the components were not too small. No serious disadvantages arose from using them for clerical work, and only about 15 per cent of men and 10 per cent of women had to be put into jobs specially selected for them. Absenteeism was generally low. They were often found to be more conscientious, better timekeepers, and to show more respect for tools and materials.

Several firms have schemes for employing older workers. At Loughborough, Baker, Perkins have provided an "uplift" in their pension scheme whereby men over 65 are encouraged to carry on working. The firm have also started what they call their "grandfather scheme," employing old men as messengers and office boys, and have found that these men actually get through more work than the youngsters. Another pioneer in this field is Rubery Owen Ltd., of Darlaston, with their "Sons of Rest" workshop scheme. Ages range from 69 to 74, and the men themselves decide what hours they work. It is interesting to note that all except one chose to work a full day. The speed and quality of their work compares favourably with that done in the main shops.

There are a number of difficulties to be solved. Trade unions, especially those concerned with the highly skilled worker, have a wary eye on unemployment and the blocking of promotion. Most of them will insist on some form of "de-skilling" if older workers are to remain in industry.

One interesting suggestion offered was that older men, after reaching pensionable age, should leave their jobs, take their pensions, and come back to the firm in some different capacity, possibly taking over jobs usually done by young people.

(Condensed from *The Director*, April, 1951.)

Disabled Workers Succeed

AT Charles D. Bridell, Inc., Crisfield, U.S.A., every fifth man in the works is physically disabled. In total figures this is not impressive; it amounts to about thirty men. What is important is that this figure is not "impressive" to the firm either; it is just taken for granted.

To many employers such a high quota of disabled employees—20 per cent—would be considered a difficult proposition, but Bridell's maintain that "handicapped" and "disabled" are relative terms, and if a man can do the job they hire him to do, he is pulling his weight in the team. It does not matter to them whether he can hear or see or use his arms or legs as well as the next man. *For his particular job he is not disabled.*

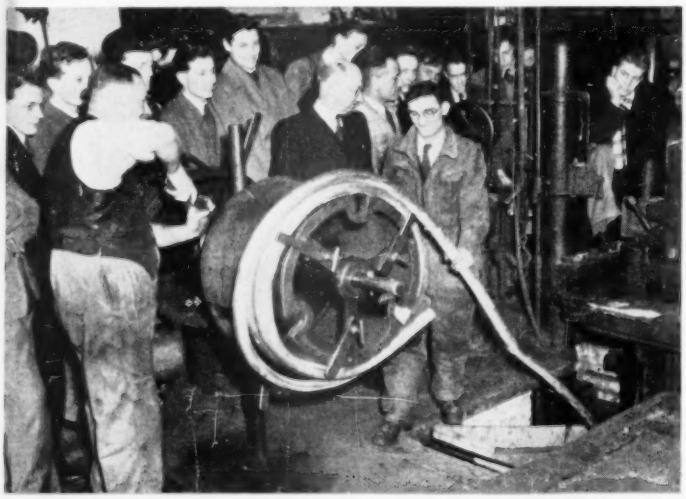
Practical Results

How does this philosophy work out in practice? It is found that handicapped workers are more than usually interested in their jobs. Labour turnover and absenteeism are low; in many instances the handicapped workers set an example to their able-bodied colleagues.

The key to Bridell's policy is the fact that they do not try to create special jobs for disabled workers.

While the firm is matter-of-fact in its attitude towards the hiring of disabled workers, it is careful to give them a good start. Every applicant is given a medical examination by a doctor who knows the jobs available. If the doctor's decision is favourable, the personnel manager discusses the case with the works manager and the foreman. They then interview the applicant, and if all agree the man is hired. The foreman, who has been in on the case from the beginning, can start on-the-job training with full confidence because he knows the whole story. The company feels that this co-operative approach is one of the main reasons why its handicapped workers adjust themselves so well.

(Condensed from *Factory Management and Maintenance*, February, 1951.)



STUDENT PLUMBERS AT LEAD WORKS

AT the invitation of Rowe Bros. and Co. Ltd., Birmingham, a party of student plumbers from Handsworth Technical College visited the firm's City Lead Works recently, to see for themselves the practical processes of lead extrusion.

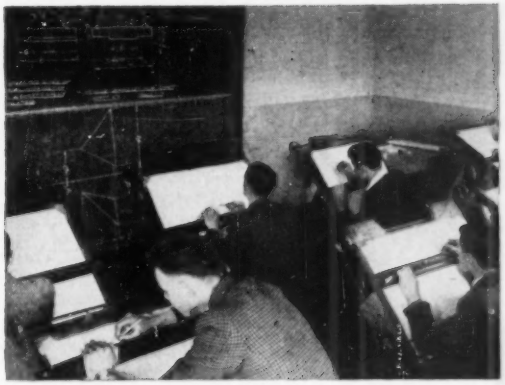
The visit was a result of the interest shown by individual students in a Lead Industries Development Council exhibit on the Rowe Bros. stand at the Midlands Building Exhibition. The company is prepared to offer similar facilities, by arrangement, to other groups of technical students.

The young plumbers' guides during their tour of the lead works, and of the company's showrooms of builders' materials and plumbing equipment, were Mr. C. V. Roberts, assistant general manager, and Mr. R. Hart, lead works manager.

This firm teaches youth how to work —and how to live

By a Special Correspondent

To produce "A well-informed adult, and not a specialist with a narrow outlook," is the aim of Vauxhall Motors Ltd. when they accept a recruit into their comprehensive apprenticeship and training schemes.



Learning workshop drawing in the Vauxhall school

WHEN a large manufacturing company such as Vauxhall Motors operates a policy of promotion from within, there must be an adequate training programme to provide qualified men to fill vacancies. When the company is expanding, the problems connected with maintaining and extending this programme are magnified, as the need for highly skilled men of all grades then becomes correspondingly greater.

At Vauxhall the company has long been of the opinion that changing social conditions (growing ever more complex) demand that general and economic subjects are incorporated in the curriculum so that every youngster has the benefit of a sound training in engineering, but has the opportunity also of becoming a well-informed adult, and not a specialist with a narrow outlook.

Therefore, the apprenticeship and training programme at Vauxhall is divided into three parts, which nevertheless belong together.

These three parts are:

(a) Practical.
(b) Theoretical.
(c) General background.

These three are organised to produce technicians in the engineering, planning and drawing offices of the company, craftsmen for the skilled areas, and versatile "Utility men" in the production areas. Promotion is possible over the whole range of these activities and, in fact, a large proportion of the supervisors and executives in the company are Vauxhall trained from school-leaving age.

On the commercial side of the factory there are schemes run in the various departments (sales, accountancy, costing and so on) which are still developing.

All the main engineering apprentice and training schemes are administered by an education officer who is part of the personnel and welfare department.

The staff of the education department consists of the education officer, a training officer, a chief practical instructor with six workshop instructors, a chief technical instructor and apprentice workshop instructors.

The training officer, a craftsman-engineer, provides a liaison between the factory workshops and the education department. All the instructors were chosen for their technical or practical qualifications—and for their ability to transmit this knowledge to young people. A woman instructor for training girls in stenography and office procedures, and a full-time physical training instructor, make up the full staff complement.

The policy of the department is formed by an education committee which is drawn from all levels of the company. The chairman is also the company's chief inspector, the secretary is the youth welfare supervisor.

The education department is, of course, strongly represented both by the education officer himself and by the personnel and welfare manager, who has the ultimate responsibility for the success of the training schemes.

The rest of the committee is made up of executives and departmental managers with a special interest in youth training, while two members of the management advisory committee (a joint consultation committee of elected representatives) help to form the policy and to settle problems.

The education officer has direct control over the 450 or so boys in the apprentice and training programmes and, of course, he acts in an advisory capacity on subsidiary departmental schemes, including the apprenticeship run by the canteen.

The education centre houses offices, classrooms, common rooms, handicraft room and gymnasium. A fully equipped workshop, containing lathes, drills, borers, fitting benches, welding equipment and stores, is also under the control of the education officer, although it is not at the moment under the same roof.

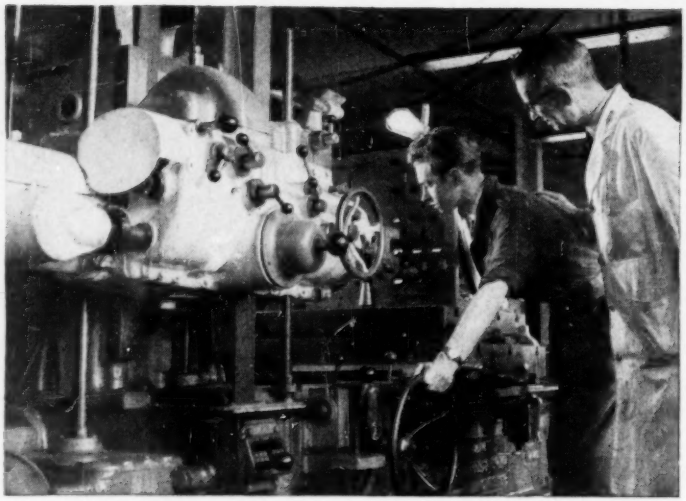
The training programme is built around two main programmes: a five-year indentured apprenticeship and a three-year training scheme.

The apprenticeship is the one to

Every apprentice is taught welding

which the company looks for a supply of technicians and craftsmen. There is no premium required. The boys usually enter the scheme at 16 years of age either straight from school or from the ranks of the office boys. A certain educational standard is required, and before entry the boy must pass *simple* practical and mathematical selection tests. Then comes a six months' probationary period.

The boy's practical training starts in the apprentice workshop under qualified craftsmen, who have mostly graduated in the skilled areas of the factory. After two years he will go into various factory departments and finish his practical training actually doing skilled work. His "local" progress is watched over by departmental apprentice committees, composed of departmental supervision and skilled workers. At all times the training office is in touch with the boy, watching his progress and discussing it with the departmental supervision.



In the apprentices' workshop. Instructors have all been craftsmen on precision machines

The Apprentice Association organises its own annual dinner and dance

Alongside the practical training runs the technical training. One day a week this is given in the company's own school and another day is spent at the local technical college for which the apprentice is, of course, paid.

In addition, he attends night school at least twice a week. Every encouragement is given to aspiring boys, and several young men at Vauxhall have attained university degrees in engineering.

After apprenticeship the young man is placed in one of the skilled departments or drawing offices of the company. He can go further with his training, for there is a student apprenticeship which lasts for two years. Eighteen to twenty boys are selected each year for this extra training which usually leads to a position in a technical department of the company. A further two young men each year are selected to enjoy a two-year course at General Motors Institute of Technology, Flint, U.S.A., where advanced technical and practical work is done.

During his apprenticeship (and this applies to the trainees in the three-year training scheme as well) the boy can win prizes and cups for exceptional progress. These prizes are presented at an annual prize-giving, at which a director or senior executive presides. The year's progress is reviewed before an audience of departmental managers, supervisors and the apprentices.

The three-year training plan, the second of the main schemes, provides versatile utility men for the production areas. The boy starts as an office boy and enters the training scheme at 16. His practical training is given in the department to which he is attached.

In this scheme the lad also enjoys technical training on the same lines as the apprentices. His progress is watched by the appropriate departmental education committee. He is trained to take his place as a fully qualified production machinist, and the way is open for him to become a setter or supervisor.

Pay both for apprentices and trainees is worked out on a rate-for-age scale within the company's grading scheme.

During his training the boy is given physical training as part of the curriculum. In the bad weather this is taken in the gymnasium, at other times on the recreation ground.

Classes are also arranged in English grammar, industrial history and other subjects to round off the naturally more practical bias of the training.

Not only that, but Vauxhall has a large recreation club which caters for all sports and pastimes. The boy is encouraged to take part in football, cricket, hockey, debating and so on; and many do.

There is also an Apprentice Association run by a committee, to which apprentices are elected. This association organises the annual dinner, arranges visits to firms and sporting or social events.

This then is the bare bones of the work of the education department at Vauxhall Motors.

Even now it is not fully developed nor, of course, can any training scheme be in a company which is progressing all the time in its technical and humanistic approach to its problems. Britain's industry can only succeed if it makes more things better and cheaper with a full regard for the individuality and essential humanity of its workpeople.

That is the thought behind the educational programme.

[This article has been compiled from the booklet "A Career with Vauxhall Motors" which has recently been issued by the personnel and welfare department of that company. A copy of this booklet can be had on application.]

The writing should be as good as the printing in house magazines

By LEONARD TAYLOR, *Editor of "Talking Shop" (W. H. Smith & Sons Ltd.)*

Staff magazines have an important job to do in industry. Not all of them do it as well as they might, says our contributor.

LIKE a pretty girl, the modern house magazine is easier to look at than to understand.

The paper manufacturer, the printer and the blockmaker all endow it with their best work (and are paid at their highest rates). We turn over the pages with pleasure, admiring the layout, the clarity of the photographs, the quality of the blocks and the skilfully used colour. It is only when we start to read it that we find it a little dumb.

We notice that it does not command the work of the best writers, and we lay it down with a not very resolute resolution to read it later. Often we have a good excuse for not reading, because the editor himself thinks so little of his literary material that he sets much of it in 8 point solid, or even in 6 point, which makes a better background for the pictures.

If we think about the matter at all, we may pardon the editor because his subject is technical and his news parochial, and not in our parish anyway. We feel, too, that he may be the subject of all sorts of compulsions to accept material against his good literary judgment.

More for Writers?

When we go into the matter of costs, we usually find that while several thousand pounds a year are spent on the production of the magazine, nearly all the money goes to the printer, the paper maker and the engraver. Very little of it goes to the writers. We may ask: why not spend more on the literature and bring that up to the standard of the rest?

If you are giving a monthly present to your customers or staff, it is surely desirable that your present should be more than outwardly handsome. A house magazine is not only a present—it is an attempt to deliver a message. It is trying to sell something, to foster team work or to give instruction. Good presentation will help to convey the message, but it will not do all the work. If the writing is not good the message will not be delivered.

One of the most successful and profitable of staff magazines ever produced was printed on cheap paper with little regard for layout or colour. That magazine was *Tee Em*, a confidential document published during the war by the Royal Air Force, and edited and largely written by Punch contributor, Anthony Armstrong, and edited under his full name of A. A. Willis. This was the magazine in which Pilot Officer Prune came to life.

Tee Em's purpose was to translate into readable English the technical instructions issued by scientists and engineers under the more forbidding title "Technical Memoranda." The editor had to accept what was handed out. His responsibility was to make it palatable and intelligible.

This idea of relying on the clarity and wit of the writing instead of the quality of the paper and printing was immensely successful. The young pilot who made rude remarks on clever posters and who threw darts at beautifully coloured charts, would pick up *Tee Em* with interest. He might be mentally exhausted by bombing operations, but he would read *Tee Em* and laugh and learn.

As a result, he would perhaps be sufficiently impressed to follow technical advice that would save his life and those of his crew, and prevent irreparable damage to a machine that had cost the taxpayer about £100,000. Ten readers doing this would save the country about a million pounds, and *Tee Em* could claim much of the credit.

No commercial firm has so much at stake, and few can evoke enough inspiration or produce enough cash to attract first-class writers who have made their names. Anthony Armstrong had the pay of Squadron Leader, a rank roughly equivalent to that he had attained as a regular army officer. In peace time a writer who has attained his measure of success could not so easily be attracted from his country cottage to a desk in a factory.

But though the owner of a factory cannot hope to tempt the highly successful writer, he need not resign his house magazine to third-rate writing embellished by first-class printing.

Choosing An Editor

He should be able to find, perhaps within his own organisation, someone who can write and who is on the way to success. Wherever he finds him, he should choose an editor who can write, and not merely one who knows a few tricks of layout which can be learnt in a week.

It is not enough that the editor, as some advertisements specify, should be able to write quickly. He should be given time to write well. The firm will save more time, money and paper if the writing is so terse and clear that the readers will be able to read it quickly and know exactly what it means.

For his part, the editor should resist the temptation to cut and decorate an illiterate article instead of putting himself to the trouble of re-writing it.

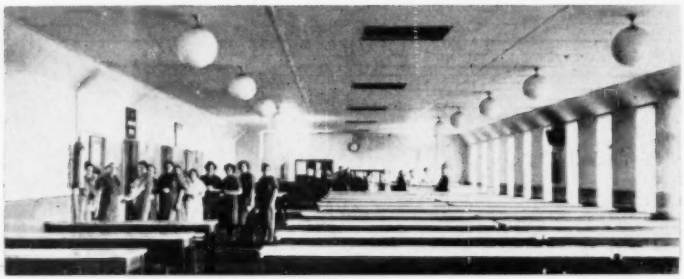
Good collaboration is a producer

(Continued on page 560.)

These ideas help to attract—and keep—our women workers

By R. BLAND, *Personnel Manager, Armstrong's Patents Ltd.*

Confronted with the problem of a high labour turnover among their 900 women employees, these manufacturers went to the root of the matter with characteristic Yorkshire forthrightness. First they found out why their workers were leaving, and then they removed the causes.



The new canteen is built on the unit principle. It can be extended as required

A SHORTAGE of women workers in a company like ours, which employs about 900 women and 400 men, is a serious matter. The employment of women in industry in this part of Yorkshire is traditional and not just a wartime innovation, but even this does not rule out the special difficulties involved in the employment of a large proportion of female labour. Domestic ties and responsibilities still tend to interfere with production.

As the company was expanding rapidly, we had to give serious consideration to ways and means of stabilising the high rate of turnover among female personnel. Two ideas which evolved from management discussions on this problem have worked extremely well. One was "Armstrong's Shopping Service;" the other was our rehabilitation scheme.

Nearly 50 per cent of our women workers are married, and many of them have to travel 8 or 9 miles each way to the factory. It was inevitable that a considerable amount of production was being lost owing to the women leaving early to do their domestic shopping. We decided therefore to employ two full-time shoppers.

These girls were equipped with canvas grips bearing the slogan "Armstrong's Shopping Service," and supplied with raincoats and rubber boots for wet weather. They tour the factory about four times a day, taking cash and orders for a variety of goods ranging from cigarettes to sausages and razor blades to rations. Their turnover is some £300 to £400 per week.

Although inaugurated for the benefit of women workers, the service is now also used by the men.

The two shoppers were formerly employed as operatives and are therefore quite well known to other workers in the factory. There have been very few complaints about the purchases made. Occasionally some slight heat is engendered by a shortage of cigarettes but, generally speaking, this service is greatly appreciated, and has helped to produce a continuous high output.

The shoppers are paid the trade union rate operating in the factory, and also share in the production bonus.

The rehabilitation scheme has probably proved even more successful. Contact was made with a suitable guest house in a seaside resort some 30 to 40 miles away, and the proprietor and his wife spent a day at the factory to get the "feel" of the place and the people.

Two bedrooms were booked for an indefinite period, and arrangements made to send two women for one week at a time, all the year round. Everything is paid for by the company, from tea in bed in a morning, to supper at night, including return fares and a cash grant for pocket money.

There is a sitting-room where the women can listen to the radio, read or write letters, and they are at liberty to come and go as they please. The proprietor and his wife have entered fully into the spirit of the scheme, and have contributed much towards its success.

The first two women went in May, 1950, and except for a week or two before and after Christmas (six women went for Christmas week), two have gone every week since. While away, the women do not receive wages, but are entitled to their share of the production bonus.

How are they chosen? For any one of the following reasons: long service; good attendance; good time-keeping; recommendation by their department as being willing workers; before or after returning to work following illness; or upon a recommendation from the chief nurse or departmental manager that they are in need of rest or rehabilitation.

We have found no dissatisfaction being voiced by those who have not yet been sent. In fact, most of the women whose domestic circumstances permit are looking forward to the prospect of being chosen.

Where possible, we select two women who are friends to go away together, but where this has not been possible, we have found that by the end of their holiday they have

become friends. In this way women from different parts of the factory who might otherwise never have met, have become acquainted, and have learnt something of each other's jobs.

Both these schemes have yielded substantial dividends in reduced labour turnover and absenteeism. But they are only part of the personnel programme which has been built up, in the main, since 1946.

In that year we inaugurated our incentive bonus scheme. This is paid monthly, based on output, and conditioned by time and attendance. The scheme, as it was then presented to the employees, is as follows:

"For every shock absorber shipped from the factory in excess of an average of 2,500 shock absorbers per working day, the sum of 6d. will be set aside, and the total accumulated sum at the end of each calendar month divided by the number of people employed by the company, to form the basic bonus. Thus, the bonus takes into account manufacture of service shock absorbers, and also such functions as link manufacture, painting, packing, etc.

"The above bonus will be paid equally to everyone, with the following exceptions:

1. *Those under* 18 *years of age will receive* 75 *per cent.*
2. *Skilled men, chargehands and male office staff will receive* 150 *per cent.*
3. *Inspection department will not participate in the scheme directly, but will be paid a monthly bonus to be announced in advance by the management. This is to remove any incentive for inspection to pass sub-standard material.*

"Anyone late more than twice per month, or who leaves early more than twice per month, will forfeit production bonus and in the case of anyone absent for more than one day per month, bonus will be reduced to 50 per cent; if absent more than one week production bonus will be reduced to zero."

This means that a pass-out to leave early constitutes lateness. If an employee is late once and has two pass-outs, or is late twice and has one pass-out, this would mean he would lose his entire bonus.

Lateness and absence, however, are regarded as quite distinct, and are assessed differently. In calculating time and attendance for bonus purposes they are not linked. For example, if an employee is twice late and has one day off, he is still entitled to 100 per cent bonus; if he is late once, has one pass-out and five days off, he is entitled to 50 per cent of his bonus.

The shopper at a local store . . .

Lateness and Absence

Management maintains that absenteeism can be overcome by switching an operator from one line to another, but lateness holds up a line's production before anything can be done to alleviate it, and a late start may have a serious effect on assembly later in the day.

While it must be acknowledged that this scheme lost some of its incentive value after the first year, it has shown concrete results in reducing lateness and absenteeism.

Before the scheme, with a total labour force of some 650 employees, there were about 40 to 45 late each day. Now, with a labour force of nearly 1,300 in the works, there is an average of 9 or 10 each day. Absenteeism has been similarly reduced. With a total labour force of 650 there were over 70 absentees each day (from all causes). Now, with 1,300 employees, there are on average 60 absentees each day.

Interest in the job has also been stimulated by "pep" talks given to small groups of workers in the canteen. About half-a-dozen people are taken by the personnel manager, given tea, and then discuss the firm's progress, products, and where their individual job fits into the scheme of things.

A certain reluctance on the part of chargehands to release operatives from production has been overcome by including one chargehand or foreman in each group. This has not only made them willing for their own workers to participate, but has increased their own interest in and enthusiasm for the job.

We have only a small proportion of apprentices since the bulk of our work is unskilled or semi-skilled, but those we have are given every encouragement to attend technical college. Subject to satisfactory attendance and progress, they get time off without loss of pay, financial grants, and prizes of books, tools or instruments.

All the usual welfare facilities are available to employees. We have a new canteen which supplies main meals and snacks. The first-aid department is staffed by a chief nurse and two assistant nurses, and gives service from 7.30 a.m. to 9.30 p.m., as we run an evening shift for part-time women workers.

There is an average of 210 attendances per day at the surgery, but fortunately we have practically no serious accidents. Most common cases are lacerations, splinters, oil rashes, foreign bodies in the eye, etc. Regular and prompt attendance at the first-aid department has kept the incidence of sepsis low; last year it was only .18 per cent.

On an adjacent site we have a club-house, provided by the company, which is the focal point of the works sports and social club. Membership of the club costs each employee 1d. per week. Here they can

(*Continued at foot of next page.*)

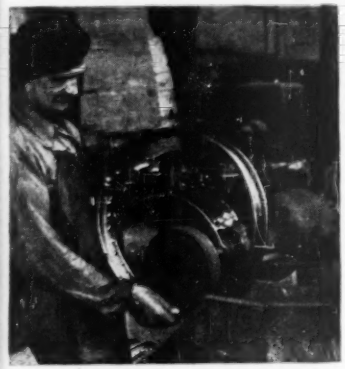
. . . and delivering her purchases

Seven New Safety Devices

Here are brief particulars of some of the latest accident prevention equipment to be fitted in the factories of B.S.A. Cycles Ltd. and associated companies. The guards will not be manufactured for general sale, but any firm who wishes may copy them.

ON the very fine stand of the Birmingham Industrial Safety Group at the exhibition in Bingley Hall were exhibited seven safety devices which had been designed, tested, manufactured and put into use by B.S.A. Cycles Ltd. Two of them are illustrated here.

No proprietary rights on these fitments are claimed by the company, and any firm is at liberty to copy them for adoption in its own factory. In fact, B.S.A. state that anyone interested is welcome to visit their works in order to have a closer look at the guards and obtain further details of their construction.



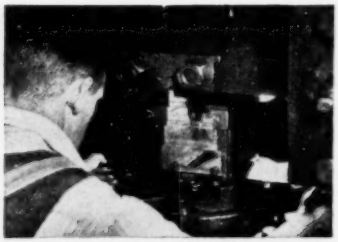
Perspex guard for rim polishing, adjustable for all sizes of wheels and position of work, giving maximum vision of operation with full safety

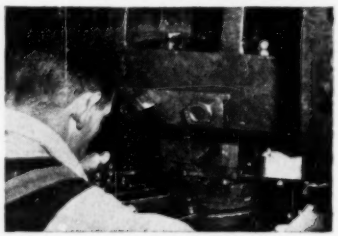
Like all the accident prevention equipment which has been brought into use in the B.S.A. factories, these new guards are the outcome of practical ideas emanating from the workshops. They were well tried out in the prototype stage—by operators of the appropriate machines—before manufacture of the production version was proceeded with, the design of the prototypes having been drawn up jointly by the safety and planning departments.

Mr. A. L. Toye, M.I.M.E., the B.S.A. personnel manager and safety officer, says: "In all stages of development the opinions and advice of the men who will eventually be required to use the guards were sought. The result is that approval of the new devices at workshop floor level is automatically guaranteed."

Here is a brief description of each of the seven new guards:

1. Telescopic Perspex guard for press tool, giving maximum vision in operation with full safety.
2. Perspex guard for milling cutter, giving complete safety with maximum vision of cutting action.
3. Milling cutter guard operated by component with full safety assurance.
4. Guard which completely conceals milling cutter and is operated by component. The cutter is 100 per cent covered while in action.
5. Instantaneous adjusting vision for two spindle machines, giving 100 per cent vision at all points with full safety.
6. Perspex polishing wheel guard, adjustable for all sizes of wheels and position of work.
7. Perspex guard for portable grinder, fully adjustable.





Telescopic Perspex guard for press tool, giving maximum vision and operation with full assurance of safety and leading to maximum capacity in production. Above: Guard open. Below: Guard closed

THESE IDEAS HELP TO ATTRACT—AND KEEP—OUR WOMEN WORKERS

(*Continued from p. 555*)

play billiards, darts, table-tennis, cards, etc., or dance.

Contrary perhaps to common practice, the club-house is used more during lunchtimes than in the evenings or week-ends. It is opened at midday and light refreshments can be obtained from the snack bar which is run by a paid steward.

It is by no means an unusual sight to see the main hall, which has an excellent sound reproduction installation, crowded with dancers. Many of them have been standing at a machine for the best part of a morning and will continue to do so again all afternoon, but this seems not to reduce their enthusiasm or energy for dancing.

Until the war we had our own rifle range, but now the rifle shooting section has to use the local rifle club range, where they have nevertheless acquitted themselves well in competition with teams from other parts of the district.

We also have successful cricket and football teams, snooker and darts sections, etc., and we hire the local swimming baths for the use of the club during the season.

During the past year labour turnover has shown a satisfactory decrease, and management is convinced that these welfare schemes (especially the shopping and rehabilitation schemes) have played no small part in this achievement.

To women workers in particular, high wages alone are not sufficient incentive. The employer must also help them to keep on the job by assisting with those domestic responsibilities which make demands on their time and energies. Given such assistance many women might be more willing to help in the production drive.

Making The Best Use Of Our Manpower

MINISTER OPENS EXHIBITION

IMPORTANCE of the human factor in industry is demonstrated by an exhibition at the Safety, Health and Welfare Museum, Horseferry Road, London, S.W.1, opened last month by the Minister of Labour. Its aim is to focus attention on a fundamental question: our working population, and how we are trying to make the best use of it.

Mr. Robens emphasised that man must never be regarded as a mere slave of the machine. Machines are made by men for man. Without the human element industry could produce nothing.

Our major problem was how to increase productivity with a limited working population. Today we had about 22¼ million men and women in civilian employment. The pattern of the working population was changing; older people were working longer and the intake of young people was dwindling. In fact, we had to face a constantly-expanding demand for manpower with a manpower supply which was almost inelastic. How could this be done?

This exhibition gave an answer to this question. It illustrated the manifold methods of ensuring that everyone was working to capacity.

As the rearmament drive gathered impetus there was bound to be a narrowing of the scope of employment in some industries. The Ministry had asked employers and trade unions, as well as workers, to advise them of redundancy at the earliest possible moment, so that workers could be transferred without a break in their employment. Employment Exchanges were now open on a special evening each week so that workers who had been warned that they were to be laid off could apply for other jobs without loss of working time.

Nowhere was it more vitally important that the right person should be in the right job than among the higher ranks of industry. The works manager, company secretary, social worker, the professional worker and technician were relatively few in number, but they had great influence on the good running of the undertaking they served. The placement of this type of employee was the work of the appointments service.

Need for Skilled Labour

Our greatest want today was for skilled labour. We must ensure that skilled men were employed so as to use every ounce of their skill, and we must try and develop the latent possibilities of semi-skilled and unskilled workers to enable them to tackle more highly skilled jobs.

One of the most interesting things in the exhibition, said Mr. Robens, was to see what was being done to bring back the disabled into useful work. More than 12,800 disabled men and women had been settled in employment. Much of the credit for this went to progressive employers and voluntary organisations, and not least to the wonderful spirit of the disabled themselves.

The Minister stated that he hoped that in seeking to increase our available manpower, employers would not overlook those who wished to go on working after normal retirement age.

A big factor in the drive for increased production was to keep the peace in industry. The post-war record was extremely good compared with that following the 1914-18 war. This was due to better relations in industry, improved machinery for regulating wages and great advances in joint consultation. Much depended on how the personnel department of a firm handled day to day problems and how far management won the confidence and respect of workers. The most admirable collective agreements at national level would fail to keep the peace unless backed by good management and real joint consultation at workshop level. Many employers were alive to this; but there was still an urgent need of the conversion of many others.

Mr. Robens concluded: "The key to good relations in industry is the establishment of good relations in the workshop, extending downward from the manager through the foremen and supervisors to the whole of the workers."

Committee Recommend Permanent Dock Jobs

REPORT of the Committee set up by the Minister of Labour to investigate the problem of stoppages in the London Docks states that the Dock Labour Scheme, while providing safeguards against the economic insecurity of the past, has left the organisation of employment much as it was in the days of casual labour. There is not the stable relationship between employers and workers which obtains in industry generally, and they recommend that permanent employment be extended as a step towards some form of organisation which would ensure a more stable relationship between employers and workers.

They also recommend that responsibility for discipline should be transferred from the Dock Labour Board to the joint industrial machinery for the industry. Individuals who incite unconstitutional action should be dismissed, and appropriate penalties should be introduced for employers for persistent breaches of the Scheme.

The Committee express the view that amenities for dock workers in London are totally inadequate and this had contributed to the sourness of industrial relations. They suggest that joint welfare committees be set up as part of the standing joint machinery in the Port.

Regarding the activities of unofficial elements, the Committee considers that the unofficial Portworkers' Committee have taken advantage of circumstances in the docks to disrupt work and undermine the constitutional methods of the unions.

Electricians' Dispute

SEPARATE negotiating machinery to deal with questions affecting employees in contracting departments of the electrical supply industry was recommended by the Court of Enquiry set up to examine the recent dispute between the Electrical Trades Union and the London Electricity Board.

The superficial cause of the dispute was the suspension of an electrician who refused to work with a mate who was not a member of the E.T.U. The E.T.U. refused to recognise the right of the National Joint Industrial Council to deal with the dispute and claimed that the British Electricity Authority should conclude a separate agreement for contracting departments in the industry.

The Court criticised the London Board for intervening itself at an early stage instead of diverting the dispute to the normal negotiating machinery; and the E.T.U. and the T.&G.W.U. for not discussing the possibility of transferring the man from one union to the other.

MORE WORKERS NEEDED FOR REARMAMENT

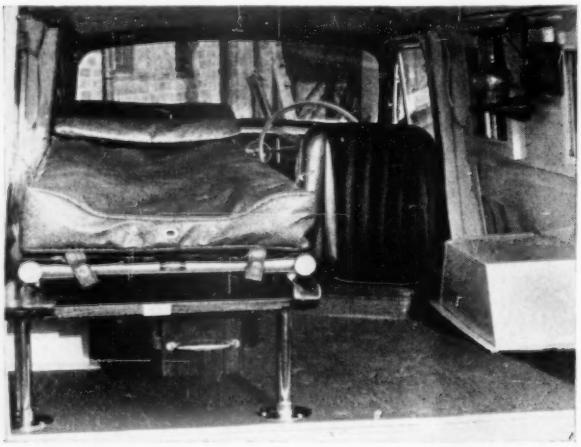
THE Ministry of Supply has announced that about 50 per cent more labour will be needed by Britain's twenty-one royal ordnance factories to carry out work on the rearmament programme. It is estimated that between 15,000 and 20,000 workers must be found as production increases. Roughly two-thirds of these are required in the Midlands and in the North. The remainder are wanted in Scotland, Wales and the South.

As many women workers are required as men. Women are being sought specially for light engineering and for work in explosives and ammunition filling factories. Both skilled and unskilled men are wanted, but there is a shortage of skilled men, especially machine tool operators, fitters, electricians and carpenters.

A serious barrier to recruiting is the fact that some R.O.F.'s are close to centres of export industries.

Emergency Ambulance

BULL'S METAL AND MELLOID CO. LTD bronze founders of Scotstoun, Clydeside, have put into use an interesting emergency lightweight ambulance of a type eminently suitable for shipyards, foundry, metal working and engineering plants. Designed to operate in emergency, the vehicle is based on a standard 8 cwt. Commer van. The obvious problem involved in conversion of such a unit to ambulance use is that of fitting a 6 ft. 6 in. stretcher into the space, but this has been successfully done by Melvin Motors Ltd., of Glasgow, who carried out the conversion. It is believed to be the only unit of this type at work in Scotland. The unit has been designed to take one stretcher case and three sitting cases (see photograph below).



Shortage of Skilled Workers

AT a recent meeting of the National Joint Advisory Council of the Ministry of Labour, attention was drawn to the grave and increasing shortage of skilled workers and to the importance of overcoming it by improvements in training and up-grading and, where necessary, by dilution.

It was agreed that the Minister should send a letter on this matter to all joint industrial councils and similar bodies. The terms of the letter are to be agreed with the employers' and trade union representatives on the National Advisory Council.

T.U.C. Presses for Salary Index

"WHAT THE T.U.C. IS DOING," a review of the General Council's activities over the past year, reports that the T.U.C. is urging the Minister of Labour and employers' organisations to agree to the publication of indices showing salary movements in addition to the present one showing wages figures.

Two indices are proposed: one would show movements in the rate of remuneration of the main groups of salaries; the other would provide comparisons of the amounts actually earned. The T.U.C. suggests a preliminary survey next October when employers would be asked to supply details of all earnings, not just those of manual workers, followed by regular investigations each April.

The British Employers' Confederation has objected on the grounds that it is not possible to standardise salaries by industry or occupation in the same way as manual workers' wages, and that salaries are often related to individual responsibilities rather than fixed scales or hours. The T.U.C., however, intends to pursue the matter further.

"ENLIGHTEN THE MAN IN THE WORKSHOP"

CAPT. MARK HEWITSON, M.P., said at a luncheon meeting of the Industrial Co-partnership Association last month: "The basis of all industrial relationships should be—trust the man in the workshop. He should always be the first to be consulted. The worker should no longer be regarded as just a unit within industry, but a human being, with human thoughts and ambitions."

Workers, said Capt. Hewitson, wanted to have a share in the running of their industries. If a knowledge of the employers' problems—marketing, how to raise new capital, etc.—could be instilled into "the humble worker at shop floor level," how much easier it would be for all concerned—employers, trade unions and union members—to pursue a realistic course of action.

If a wage claim had been made in unpropitious times it would be possible to say to workers who had been enlightened in this way: "Hold off your claim for six months until things have improved."

Foremen and managers, Capt. Hewitson declared, could do untold damage to a whole industry, "let alone a single firm," by bad handling of the workpeople in their charge. Workpeople were as temperamental as film stars, and had to be treated gently.

Locked in Factory

A FINE of £110 was imposed on the occupier of a fire-lighter factory at Newcastle-upon-Tyne for employing young persons on Sunday and other days, and £20 for having the doors of the factory locked.

The factory inspector reported that he had visited the factory on a Sunday and saw through a window five boys, aged from nine to sixteen, at work; the factory doors were locked. There was no responsible person in charge.

These miniature easy chairs are part of the comprehensive nursery equipment of the Nestle Playland, which has been a much appreciated feature of the Ideal Home Exhibition for some years, and which is also on the Festival of Britain site in London

WAGES NEWS AND VIEWS

BAKERS—The Baking Wages Council (England and Wales) is submitting proposals to the Minister of Labour for increases in statutory minimum remuneration as follows: for male workers aged 21 and over, 2½d. per hour; all other male and all female workers, 1½d. per hour.

CIVIL SERVANTS — Increased salary scales for draughtsmen and technical classes have been awarded as follows by the Civil Service Arbitration Tribunal. Maximum rates for draughtsmen will be increased from £525 to £750, for chief draughtsmen from £950 to £1,030, for grade 4 technical classes from £450 to £500, for grade A technical classes from £950 to £1,030. Increases range from 8 to 15 per cent.

COLLIERY CLERKS—The claim of the Clerical and Administrative Workers' Union for an all-round wage increase of £1 a week for all adult clerical grades is being submitted to the National Reference Tribunal this month.

CO-OPERATIVE WORKERS—After discussions by the National Co-operative Wages Board, the claim of 300,000 retail co-operative workers for a pay increase of 15s. was not agreed and it was decided to refer the matter to conciliation.

DOCTORS—The Minister of Health is meeting the general medical committee of the British Medical Association to continue reviewing doctors' salaries. Higher pay is being sought to compensate for the cost of living increase since 1939, the year on which capitation fees are based.

GAS WORKERS—The National Joint Council for Gas Staffs has agreed to grant graduated increases of between £20 and £50 a year, such increases to vary according to grade, and to take effect from the beginning of June.

HEALTH SERVICE WORKERS—The staff side (professional and technical) of the Whitley Council for the Health Services has failed to reach agreement with the management side over their claim for salary increases and has referred the matter to arbitration.

LOCAL GOVERNMENT OFFICERS—Higher pay scales for local government officers whose salaries do not exceed £1,000 a year have been agreed and took effect as from April 1, 1951. Increases range from £15 to £65 a year. Rates for women are 80 per cent of the men's rates at each age.

POST OFFICE WORKERS—Cable room telegraphists have been awarded pay increases of 2s. a week at 17, 3s. 3d. at 18 to 20, 6s. at 21 and over.

PRINTERS—The British Federation of Master Printers has announced that basis for agreement on a new national scheme for wages and conditions in the printing industry have been reached with the Printing and Kindred Trades Federation. Craftsmen in these unions will receive increases of 11s. 6d. a week in London and 12s. 6d. elsewhere. This is subject to a clause that increases should not be automatic for all members but that employers should consolidate merit money and house rates up to the amount of the increase. The draft agreements also provide for a cost-of-living bonus related to the retail prices index by an increase of 1s. for each point above 114. The proposed agreements, which have to be approved by each of the unions and the employers, are similar to that concluded between the master printers and the London Society of Compositors last year.

A similar agreement has been reached for non-craft workers, giving an increase on basic rates of 10s. to men and 8s. to women. As in the agreement for craft unions, there is a cost-of-living bonus of 1s. for men, and 9d. for women, for each point rise in the cost-of-living index above 114. There is also an identical merit money clause.

SCHOOLMASTERS — The annual conference of the National Association of Schoolmasters has carried resolutions stating that the 1951 salary recommendations do not adequately compensate schoolmasters for the increased cost of living, and urging that the question of teachers' salaries be referred to a departmental committee.

SHOE WORKERS—Boot and shoe operatives receive pay increases, as from the first week in June, amounting to 4s. a week for men, and 3s. for women, based on the rise in the cost-of-living index. Piece-workers receive 5 per cent increase on their bonus.

SHOP WORKERS—Proposals for increases in the statutory minimum remuneration of food shop workers have been submitted to the Minister of Labour. Although they would not establish the general minimum of £6 a week urged by delegates to the Union of Shop, Distributive and Allied Workers at their annual conferences, the new rates would mean an increase of 7s. 6d. per week for men and 6s. for women in many cases.

VEHICLE BUILDERS—An increase of 3d. an hour to adult men workers in the vehicle building industry has been agreed with effect from March 16, 1951. Wage rates for women and juveniles are increased proportionately.

B.B.C. To Discuss Union Recognition

T.U.C. GENERAL COUNCIL has accepted an invitation from the Director-General of the B.B.C. to discuss the recommendations of the Beveridge Committee on the recognition of trade unions for negotiating purposes.

The B.B.C. has refused for some years to recognise some unions affiliated to the T.U.C., while negotiating with a staff association.

Parliamentary Paragraphs

Unemployment Benefit

MINISTER of National Insurance was asked to what extent it was the general practice, in cases where a 4-day week was being worked, to include unemployment benefit for the remaining two days, by arrangement with the local Employment Exchange, in the weekly pay packet; how many firms had made this arrangement; how many workers were affected.

Dr. Summerskill replied that only one firm had made this arrangement; it covered about 2,500-3,000 workers; but benefit was paid quite separately from wages.

(*April* 25, 1951.)

Eye Strain (Research)

MINISTER of Labour was asked if he were aware of the eye strain suffered by girls making the new sheer nylon stockings, owing to the fineness of the fibre, and what research work was being carried out to relieve such strain.

Mr. Robens stated that skilled processes of this kind, while involving no risk to eyesight, did give rise to fatigue, usually to workers in training or with uncorrected visual defects. The subject was being studied.

(*April* 26, 1951.)

Shift Workers (Benefit Claims)

MINISTER of National Insurance was asked if she would amend the National Insurance (Industrial Injuries) Act so as to ensure that no workman missed a day's compensation owing to the fact that he was on a shift which started before and ended after midnight.

The Minister replied that the effect of the rules for determining what constituted a day of incapacity varied with the circumstances of each case. Legislation would be needed to alter the rules, but she hoped to find a solution to the difficulties.

(*April* 30, 1951.)

Unemployment Benefit

MINISTER of National Insurance was asked under what conditions workers on a 4-day week could draw insurance benefit.

Dr. Summerskill stated that interpretation of rules in individual cases was a matter for the statutory authority, but broadly speaking, benefit would only be payable for two days in a week during which a man had worked 4 days if in addition to satisfying the ordinary conditions, (a) no wages were paid for these days and (b) the man's normal working week was more than 4 days.

(*May* 10, 1951.)

Safety Regulations

MR. ROBENS, replying to a question on the operation of the Building (Safety, Health and Welfare) Regulations, 1949, stated that since the Regulations came into force there had been more widespread compliance with statutory obligations to notify non-fatal accidents, and the larger figure for notified accidents did not mean more accidents had occurred. Fatal accidents were as much as 11 per cent fewer. The Minister also reported that there were 716 charges against employers for contraventions of safety requirements; 379 were in respect of death or injury.

(*May* 31, 1951.)

IN reply to a question asking what percentage of charges against employers for contraventions of safety requirements were made subsequent to and consequent upon the occurrence of an accident, the Minister of Labour stated that in 1951 it was 58 per cent.

(*May* 10, 1951.)

Night Baking (Report)

IN reply to a question, the Minister of Labour stated that the Committee on Night Baking had not yet finished taking evidence, and the report would probably not be available before the beginning of August.

(*May* 3, 1951.)

WRITING SHOULD BE AS GOOD AS PRINTING IN HOUSE MAGAZINES (*Continued from p. 553*)

of good writing. Instead of just blue-pencilling a man's work, the editor should take it back to the author and go over it sentence by sentence, leaving him convinced that the re-writing and polishing has left the shape of the article unimpaired, and that the editor has done no more than the author could have done himself if he had as much time to spend on it.

A house magazine editor who is spending thousands of pounds with printers and block makers should have a little money to spend on well-known authors. That does not mean going to a literary agency and taking the first reach-me-down article that the girl at the counter offers. It means selecting a writer carefully, inviting him to have a look at the organisation, and getting him to write something relevant. Even one well-known name in a house magazine does much to raise its quality and status, and to act as a touchstone for the rest.

It has been said that an editor cannot give of his best under the restrictions that must necessarily be imposed on a house organ.

Mr. Fred Lee, M.P., Private Secretary to the Minister of Labour, advocated some time ago that the house magazine editor should have complete independence; but surely the management of a firm must have control of what the firm prints.

No editor is entirely free, except the owner-editor who does not mind losing money or going to jail. For all the rest freedom is circumscribed by considerations of policy, advertising and readership.

The house magazine editor is tied very closely to his employers, and if he is not going their way he should not be engaged. But he is free of advertising and circulation restrictions, and if he is encouraged to regard his link with the proprietors as harness, he will encounter less snarls than do editors of ostensibly freer magazines.

If he chooses his proprietors well and they choose him well, he has the advantage that they will treat him as an expert, and will be less likely than the directors of publishing houses to intervene in matters of detail.

The proprietors have the undoubted right to decide the policy of the magazine, to object to certain features and to insist on the publication of certain items. They are paying the piper, and they would be foolish to spend thousands of pounds to let a stranger cross the lines of their policy.

But they should appoint an editor, as they appoint an accountant, to whom they can confidently delegate responsibility, and be as willing to endorse the editor's work as to accept the accountants' figures.

Inspired by that confidence the editor should be able to produce writing of the high quality that is necessary if the house organ is to play good tunes.

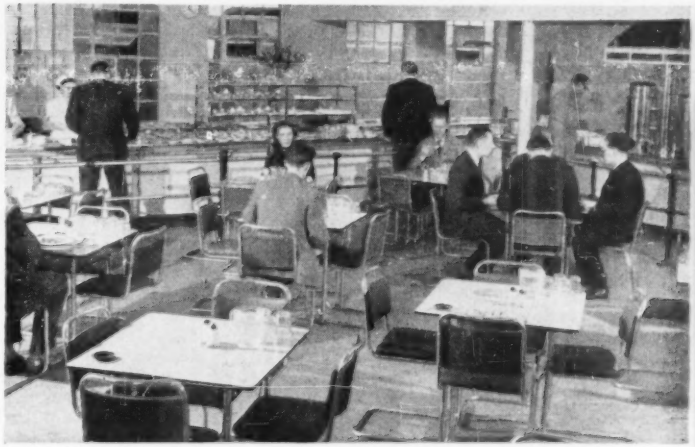
Feeding T.V. personnel: A look at the B.B.C.'s latest staff restaurant

Even actors must eat now and then. The trouble is, they—and all the others who contribute to the T.V. service — are apt to demand food at all times of the day without warning. Therefore, the restaurant staff have to cope with problems seldom encountered in an industrial canteen.

OF the forty-six staff restaurants up and down the country for which the B.B.C. catering department is responsible, the newest is that at the television studios at Lime Grove, Shepherds Bush, London, which the Corporation acquired from the J. Arthur Rank Organisation a short time ago.

The restaurant staff of thirty-three have a tricky and responsible job to do, for they must cope with a fluctuating demand—often unpredictable and varying from a mere trickle of office staff and technicians to a horde of hungry artists clamouring for a three-course meal in the 15 minutes' interval vouchsafed to them between rehearsals.

In charge is the restaurant manageress, Miss R. Bishop, who has been at Lime Grove since the restaurant opened last November. To assist her she has an assistant manageress, and three supervisors. The other principal members of her staff include the chef, the patissier, two head male cooks, a vegetable cook and twelve waitresses and counter-hands. Between them they are responsible for the serving of 500 hot meals a day—a figure which will be stepped up to 1,500 a day by degrees.



A corner of the first floor restaurant at Lime Grove

Miss R. Bishop, restaurant manageress

The complete catering unit comprises the main kitchen; two restaurants, one next to the kitchen on the ground floor and the other—the only one at present in use—on the first floor; a washing-up room next to the first floor restaurant; and vegetable and grocery storerooms. Both restaurants are designed for cafeteria self-service, that on the first floor being supplied from the kitchen by a service lift. Dirty crockery is delivered to the washing-up room from the top restaurant through a bank of four metal hatches let into the wall. Clean crockery is returned through a similar unit mounted side-by-side. Ground floor "washing-up" comes up on lifts. The Dawson dish-washing machine is capable of dealing with 6,000 pieces of crockery an hour.

The restaurant is light and airy, and is decorated in peach, grey and claret. Tables and chairs are by Pel Ltd., service counters by Gardiner and Gulland Ltd., and café sets by Jackson Boilers Ltd. There is a break in the crush rail beside the café sets, and hot drinks can be taken with the meal or obtained later.

The food is good, and various small refinements reflect the discrimination of the unusual clientele. Butter in pats is kept on layers of ice; coffee is hot, and of a high standard; salads look crisp and fresh; pastry is golden and appetising; and there is always ice-cream on the *à la carte* menu. Prices range from 2s. 3d. for the *à la carte* meal to

1s. 3d. for *table d'hôte*. Service can only be described as slick, the restaurant staff having made a virtue of necessity. (Hell hath no fury like a producer whose cast is kept waiting.)

There is also a tea-and-cake trolley service for those who are unable to leave the sudios.

Because of the need for workshops and studios, the space allowed for the kitchen was not over-generous; but some clever planning by the building and catering departments has resulted in a compact, smoothly functioning layout which incorporates cooking equipment — by Radiation Ltd.—of standard dimensions.

In addition to the chef's room, where salads, special dishes, biscuits, etc., are prepared and where those so important "finishing touches" are administered to various dishes, the kitchen embodies self-contained sections for *patisserie*, fish frying and vegetable cooking.

In the pastry room there is a No. 30/2 Confector pastry oven; a No. 4158 Keswick single compartment vegetable and pudding steamer, steam-heated; a Sheffield dough mixer; and a No. 387 Chester boiling table. The fish frying bay has a No. 22 Wardour range. In the vegetable bay the principal item of equipment is a three-pan boiling suite, steam-heated, fitted with counterbalanced lids and enclosed in a stainless steel case. Capacity of each pan is 7 gallons.

Other equipment includes: two Belgravia Minor hot-closets superimposed, with doors both sides; a No. 3324 roasting oven on its stand; a central pattern Chester Grosvenor range, with four ovens; a Grosvenor bain marie, with swivel water arm fitting, steam-heated; and a No. 27C pattern Savoy griller.

A refrigerator is provided in the chef's room, in each of the three food preparing sections, and in the storerooms.

The catering staff have their own dining room (not yet completely furnished, but bright and generously windowed). There are three changing rooms, one for the men, one for female staff below the rank of supervisor, and one for supervisors. Each employee has a steel locker.

Personnel and welfare problems are dealt with by the B.B.C. establishment department. First-aid treatment is available on the spot from the Lime Grove nursing sister.

Though Lime Grove is but one of the responsibilities of Miss N. P. Robinson, the B.B.C.'s director of catering, her senior assistant, Mr. I. G. T. Pinfield, and her area superintendent, Miss E. Ricketts, it must surely produce more puzzles than most. Not only is careful planning necessary to cope with constantly varying demands for meals, but also the chefs have to be prepared to supply the most unorthodox dishes at short notice for television shows.

All pastry and cakes are home made

There was Terry-Thomas's gelatine fish, for instance, which was modelled from a herring and had to be made tough enough to slide from his fingers as he vainly tried to "catch" it in a water tank in the studio. There was the "chicken," hastily and ingeniously mocked up from a loaf of bread and raw pastry. There were the ship's biscuits made for a Nelson commemoration programme. In fact, any food, genuine or otherwise, that is needed for a show is made in the restaurant kitchen.

What with these excursions into the unconventional and the thrill of serving the famous, it is not surprising that labour turnover in the Lime Grove catering unit is astonishingly low.

The cold counter presents food most attractively

Private Enterprise Takes Over

FOR the first time, the luncheon club of the Commonwealth Relations Office and the Foreign Office is being run by private enterprise. On April 30, Staff Caterers Ltd. began the service of meals, light refreshments, mid-morning and afternoon tea, etc.

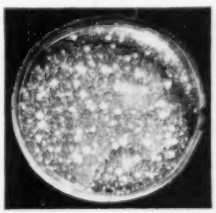
Located in the basement, the canteen comprises a restaurant with waitress service, cafeteria and a small buffet. Between 200 and 300 main meals a day are being served. It is hoped to increase this to 400 before long.

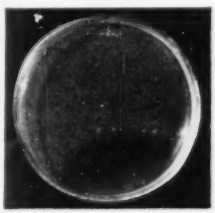
Is your crockery, glass, cutlery a credit to British standards of cleanliness? Cases of 'food poisoning' are on the increase and there is a risk of infection spreading through unsatisfactory washing-up.

Germs spread from the kitchen sink

A cup, a glass, a fork may be infected in use. (Even healthy people can be 'carriers' of dangerous germs.) The infection is transferred to the washing-up water. Other utensils washed therein are infected in turn. Clean and bright they may *look*, but still be a menace to health. Here's a proof!

Bacteria in untreated washing-up water





Washing-up water treated by the Deosan Method

THE DEOSAN CLEAN FOOD SERVICE ROUTINE

provides a simple way to sanitize the whole process of washing-up. It is simplicity itself, gives your staff no 'extra jobs', costs very little. But it will make your utensils and equipment *safe*. Keep ahead of growing official concern in this matter. Send a postcard now to the address below for full details.

Deosan Limited, 10-12 Brewery Road, London, N.7. ASSOCIATE COMPANY OF MILTON ANTISEPTIC LIMITED

How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.

Roller towels mean waiting and congestion—lost hours—transmission of germs—expensive laundry bills.

Moisture Magnet—Hi-Dri towels absorb every drop of moisture. Will not disintegrate when wet.

DISPENSER CABINETS SUPPLIED FREE ON LOAN

Hi-Dri
PAPER TOWELS

WITHOUT OBLIGATION

Write or 'phone today for details, or ask for a demonstration of Hi-Dri paper towels and further proof that they can help you cut absenteeism.

HYGIENE PRODUCTS (Gt. Britain) LTD., 11 Grosvenor Gardens, Westminster, London, S.W.1

Telephone : VICtoria 1951/2

INDUSTRIAL EQUIPMENT That Raises Production Efficiency

Readers who wish to have more particulars of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph.
We are always glad to receive details of new products suitable for description here.

SAFETY

Fire-resisting Paint

THE safety precautions officer of the South Bank exhibition has recommended the extensive use of Lurifuge Incolor, a colourless dressing said to insulate wood against fire, and has employed Lurifuge "T" (in powder form) for the fireproofing of fabrics and materials.

These two products contain the same fire-resisting properties as Lurifuge paint, which is ready mixed, can be applied by brushing, spraying or dipping, and dries within an hour. It may be used on all combustible materials, such as wood, fibre board, etc., and on all metals. In a test witnessed by the staff of this journal, strips of paper were covered for half their length in Lurifuge paint. The unpainted portion was then ignited. As soon as the flame reached the paint, it was extinguished. **(PM/364.)**

New Protective Shoe

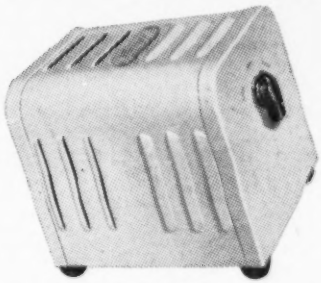
ILLUSTRATED is one of the latest products on view at the National Industrial Safety Conference and Trades Exhibition. It is a punched wing capped Oxford, with internal safety steel toecap designed to withstand a dead weight of 3 tons, as approved by the British Standards Institute. One of this firm's latest developments is a safety shoe with a Neolite sole. **(PM/365).**

VENTILATION

Freshening the Air

THE Ozoniser is a small electrical unit which, when switched on, produces ozone from the oxygen in the air. Harmful bacteria do not thrive in an atmosphere which contains ozone, and the minute particles of matter which create a smell are "burned up." Consequently the air is purified and freshened.

Two sizes are made—single unit, for rooms up to 4,000 cu. ft., and two unit, for rooms up to 10,000 cu. ft. **(PM/366.)**



Wall Ventilator

THE Inflow unit is intended for cross-ventilation in multi-storeyed buildings or wherever ventilation cannot be obtained through the roof. It is fitted with a reversible fan so that it can be used either as an intake ventilator or as an extractor. Fans for factories are rated 2,100 cu. ft. of air per minute at 1,400 r.p.m., and for offices and other buildings 1,400 c.f.m. at 900 r.p.m. (Photograph top right.)

Standard units are fitted with a variable air projector, so that air can be projected in any desired direction or in several different directions at the same time. Volume and velocity of the air may be controlled at will. **(PM/368.)**

Air Conditioning Unit

THE Climette self-contained air conditioning unit fits—on a specially designed cradle—on to the window sill. It thus takes up no floor space, and projects into the room only about 13 in. Height is 15 in. and width 29¼ in.

The external portion of the Climette is weatherproofed to resist extreme temperatures and heavy rain, while the whole unit is retractable from the cradle for easy maintenance. **(PM/367.)**

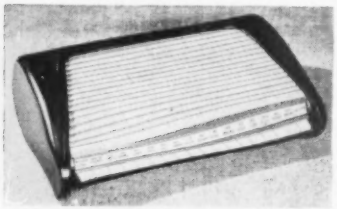
ADMINISTRATION

Addressing Machine

MASTERS for the A-to-Z addressing machine are made on a typewriter. Metal plates or stencils are not required. The machine is both inexpensive and simple to use. Addresses are typed on the master roll, which is then inserted in the machine. As the envelopes, labels, etc., are fed through, they are damped by spirit supplied from an automatic feed reservoir ready to receive the address. Depression of

the operating lever causes the specially treated under-surface of the master roll to print the address on the dampened portion of the envelope.

At £12 15s., the A-to-Z is supplied complete with all material necessary for the preparation of an initial list of 150 addresses (the capacity of one master roll). Up to 500 impressions can be taken from one master. Extra masters can be obtained at little additional cost, and masters can be filed away for future use. **(PM/369.)**



Loudspeaking System

INTERCOMMUNICATION between all instruments is provided by the Interphone system, seen at the B.I.F. It gives priority for all master stations (see photograph), which employ a distinctive calling signal and illuminates a warning lamp on the called instrument. The user of the master station can also hold a conference with two or more subscribers by depressing the appropriate keys. A watchtype receiver is supplied with master stations as an alternative to loudspeaking operation.

The system is available in two sizes: (1) One or two loudspeaking master stations and up to ten side stations; (2) one or two master stations and up to fifteen side stations. Master stations are finished jet black with silver fluted front and ivory keys. Reproduction both in quality and volume is good. A maintenance service is available throughout the country. **(PM/370.)**

Mechanical Charwoman

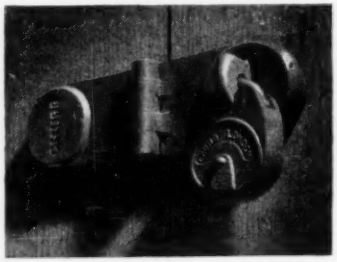
SAID to be the only machine of its type, the Columbus floor maintenance machine, with one ½ h.p. motor and five interchangeable base units, is designed to polish floors, while picking up the dust; wet-scrub floors and then dry them; vacuum-clean carpets; and do off-the-floor vacuum cleaning and dusting.

Cost of the complete outfit is £65 10s. plus Purchase-tax of £32 15s.; but the various units may be bought separately. **(PM/371.)**

Security Bar & Padlock

THE Battleship padlock and bar will no doubt be of interest to works security officers. The padlock is designed and constructed to conform to insurance companies' requirements. It has six brass levers, a solid drop forged steel rivetless case and a hardened steel shackle. Three steel keys are supplied.

The bar, of malleable iron, measures 11 in. × 3¼ in. × ⅜ in.; and has a strengthened knuckle joint and welded hinge pin. It is secured by eight bolts from inside of door and with sherardised mild steel washer plates ¼ in. thick. **(PM/372.)**

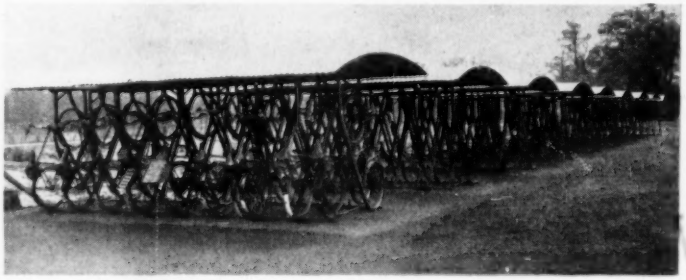


HANDLING

Railway Truck Mover

THIS useful piece of handling equipment is designed to operate in railway marshalling yards and sidings. It releases expensive shunting engines for heavier, long-distance work and replaces old-fashioned and inefficient methods of moving railway wagons. It can be controlled by one semi-skilled operator.

The device will move 75 tons of trucks under normal conditions on the level. The three-speed gearbox enables it to operate efficiently on curves and moderate gradients. Trucks can be moved on to a turntable, and the Truck Mover used to turn them. Petrol consumption is three pints per working hour, and simplicity of control is ensured by a governed throttle and automatic hydraulic ram mechanism. Scallops in the rear tyre enable



The manufacturers of this cycle park showed examples of their range of 30 different models at the B.I.F. There are designs for both indoor and outdoor use. (PM/381.)

Brand New *NAVAL WHITE DUCK*

COMBINATION BOILER SUIT

19/9 Post etc. 1/3

Also NAVY BLUE, 21/9. Post 1/3. Very hard to tear this tough material. Will outlast four ordinary suits. Beautifully made in real tough navy tradition, must have cost Government £2 10s. You have never seen such a wonderful garment. Popular White and Blue. Fully shrunk, 30 up to 44 chest.

Send for free book of illus. Tents from 52/6, Fly Sheets and Camping Equipment. Binoculars and Telescopes from £2-2-0. Cash or Terms.
HEADQUARTER & GENERAL SUPPLIES LTD.
(Dept. PMW) 196-200 Coldharbour Lane, Loughborough Junction, London, S.E.5.

Table Tennis Tables
complete with trestles, etc.—unlimited supply—**£10 0s. 0d.**
RELIANCE WORKS
Viaduct Road, Broadheath, Altrincham
Telephone: Altrincham 2337

raised rails and similar obstacles to be surmounted with the minimum of physical effort. By operating a spring-loaded catch, the operator can adjust the handlebars to allow the machine to be inserted between coupled trucks. (PM/374.)

CANTEEN

Big Capacity Cooker

A B.I.F. exhibit was this G.5 large capacity gas cooker. It has a 10 in. grill and five full size boiling burners, three of which are fitted with a simmering device. The temperature-controlled oven, size 18 in. × 23¼ in. × 16 in., is fitted with a counter-balanced drop door on which dishes can be rested for basting, etc.

Another model, B.6, is fitted with six boiling rings, and both models are available with or without a plate rack and in a range of pleasant colours. (PM/376.)

Hot Cupboard

THIS new gas or electrically heated hot cupboard is designed to eliminate any danger of overheating, drying-up or burning. It holds 72 large size dinner plates, covered, and its upright design cuts space and stooping. The food compartment is sealed against gas fumes, and even distribution of heat is ensured by hot air ducts inside the cabinet. Temperature is thermostatically controlled to regulator setting. A double casing is avoided by the use of heat-retaining laminated plastic in the body construction.

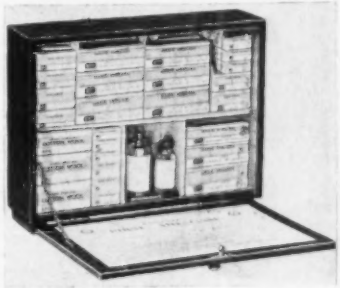
Shelves are of the open bar pattern, in aluminium. Dimensions: 5 ft. 3 in. high, 3 ft. wide, 2 ft. 2 in. deep. Average gas consumption is 15 cu. ft. (or less) an hour. (PM/375.)

Festival Tray

THIS Festival of Britain souvenir tray was shown at the B.I.F. Made in plastics, it has a decoration applied by the de Vere underglaze process. Being moulded in, the decoration is resistant to abrasion and unaffected by hot water, alcohol or acids. The same manufacturers exhibited glasses, sweet-dishes, etc., in polystyrene. (PM/377.)

HEALTH

AMONG the first aid equipment noticed at the B.I.F. were Dalmas waterproof dressings, which are so flexible as to allow of their being placed on joints without any restriction on freedom of movement. Their non-fray edges do not catch in clothes and they are of flesh colour which blends with the skin. They are impervious to water, oils and acids. (PM/378.)



A convenient first aid outfit shown at the B.I.F. Dressings are available at sight, and the drop lid serves as a stand. The kit can be fixed to a wall or stand on its base. (PM/379.)

COIN HOLDER

This Coin Holder provides a means of holding coins conveniently arranged in channels. Designed for use in any place where change is made, or for payrolls of less than 100.

Full details from:—

R. A. L. LTD.

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Summary of Official Publications and New Rulings

STATUTORY INSTRUMENTS

No. 526. The Ready-Made and Wholesale Bespoke Tailoring Wages Council (Great Britain) Wages Regulation Order, 1951. Dated March 28, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 6*d*. (Revokes Order R.M. (49) and sets out new statutory minimum remuneration payable. Operative as from April 16, 1951.)

No. 577. The Wholesale Mantle and Costume Wages Council (Great Britain) Wages Regulation Order, 1951. Dated April 4, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 6*d*. (Revokes Order W.M. (44) and sets out new statutory minimum remuneration payable. Operative as from April 21, 1951.)

No. 588. The Wages Regulation (Licensed Non-Residential Establishment) (Amendment) Order, 1951. Dated April 5, 1951, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 2*d*. (Amends the First Schedule to the Wages Regulation (Licensed Non-Residential Establishment) Order, 1948, by increasing statutory minimum remuneration payable to workers to whom that Order applies and by providing a separate rate for regular workers supplied by their employer with lodgings but no meals. Operative as from April 29, 1951.)

No. 597. The Pin, Hook and Eye, and Snap Fastener Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated April 6, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 2*d*. (Revokes Order O. (42) and amends Order O. (38) by increasing statutory minimum remuneration payable to workers (other than home workers) in relation to whom the Pin, Hook and Eye, and Snap Fastener Wages Council (Great Britain) operates. Operative as from April 20, 1951.)

No. 598. The Stamped or Pressed Metal-Wares Wages Council (Great Britain) Wages Regulation Order, 1951. Dated April 6, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 6*d*. (Revokes Order Q. (68) and sets out new statutory minimum remuneration payable. Operative as from April 20, 1951.)

No. 616. The General Waste Materials Reclamation Wages Council (Great Britain) Wages Regulation Order, 1951. Dated April 9, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Revokes Orders D.B. (37) and D.B. (40), and sets out new statutory minimum remuneration payable. Operative as from April 25, 1951.)

No. 637. The Wages Regulation (Unlicensed Place of Refreshment) Order, 1951. Dated April 10, 1951, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 1*s*. (Sets out new statutory minimum remuneration payable in substitution of that fixed by the First Schedule to Order U.P.R. (6). Operative as from May 4, 1951.)

No. 653. The Aerated Waters Wages Council (England and Wales) Wages Regulation Order, 1951. Dated April 13, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Revokes Orders A. (37) and A. (39) and sets out new statutory minimum remuneration payable. Operative as from May 3, 1951.)

No. 654. The Shirtmaking Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated April 13, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order S. (35) and sets out increased statutory minimum remuneration payable. Operative as from May 2, 1951.)

No. 664. The Milk Distributive Wages Council (Scotland) Wages Regulation (Amendment) Order, 1951. Dated April 16, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 2*d*. (Amends Order M.D.S. (49), as amended by Order M.D.S. (51), by increasing statutory minimum remuneration payable. It repeats the provisions of Order M.D.S. (51)—now revoked—which abolished the reduced rates of minimum remuneration applicable to late entrants to the trade. Operative as from April 30, 1951.)

No. 671. The Byssinosis (Benefit) Scheme (Modification) Regulations, 1951. Dated April 18, 1951, made by the Minister of National Insurance under Sub-section (1) of Section 89 of the National Insurance (Industrial Injuries) Act, 1946 (a), proviso (b). *H.M.S.O.* 2*d*. (Increases from 25*s*. to 30*s*. the weekly rate of benefit payable under the Byssinosis (Benefit) Scheme, 1941, to certain workmen who are totally disabled and not eligible for compensation under the Byssinosis (Workmen's Compensation) Scheme, 1941, or under the National Insurance (Industrial Injuries) Act, 1946. Operative as from May 1, 1951.)

No. 675. The Wages Regulation (Licensed Non-Residential Establishment) (Holidays) Order, 1951. Dated April 18, 1951, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (c). *H.M.S.O.* 4*d*. (Fixes holidays and holiday remuneration payable to workers to whom a wages regulation order applies (other than managers, relief managers, club stewards and the wives of such managers, relief managers and stewards). It supersedes the Schedule to Order L.N.R. as amended by Order L.N.R. (12) which is revoked. Operative as from May 20, 1951.)

No. 676. The Wages Regulation (Licensed Non-Residential Establishment) (Managers and Club Stewards) Order, 1951. Dated April 18, 1951, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 4*d*. (Revokes the Wages Regulation (Licensed Non-Residential Establishment) (Managers and Club Stewards) (Holidays) Order, 1948, and fixes annual holidays and holiday remuneration which an employer has to allow to managers, manageresses, relief managers, relief manageresses and wives of managers where such wives are required by an employer to assist in the work: and for club stewards, and wives where they assist in the work of the club, but excluding stewards, stewardesses and wives of stewards who ordinarily work

less than 15 hours a week. Operative as from May 20, 1951.)

No. 677. The Hat, Cap and Millinery Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1951. Dated April 18, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (b). *H.M.S.O.* 2*d*. (Amends Order H.M. (38) by increasing statutory minimum remuneration payable. Operative as from May 4, 1951.)

No. 730. The Coffin Furniture and Cerement-Making Wages Council (Great Britain) Wages Regulation Order, 1951. Dated April 25, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 6*d*. (Supersedes the First Schedule to Order U. (50) and sets out new statutory minimum remuneration payable. The Second Schedule repeats the amendments to Order U. (46), relating to holidays, contained in the Second Schedule to Order U. (50), now revoked. Operative as from May 11, 1951.)

GENERAL

Civil Defence. Training Memorandum No. 2A. Initial Training of Volunteers. (Full Rescue and First-Aid Syllabus). *H.M.S.O.* 6*d*.

Civil Defence. Manual of Basic Training. Vol. II. Pamphlet No. 6.—Atomic Warfare. Amendment No. 1. *H.M.S.O.* 6*d*.

INDUSTRIAL COURT AWARDS

No. 2305. Railway Shopmen. Reference: Dispute regarding employment of welders at Stratford Locomotive Works. Award: The Court recommended that vacancies for electric welders be filled in the first place by giving welders who were dismissed as redundant an opportunity of reinstatement. Vacancies which cannot be filled from this source should be filled by upgrading within the Railway Service or by recruitment from outside. (March 28, 1951.)

No. 2306. Railway Shopmen. Reference: Dispute regarding employment of stayers at Stratford Locomotive Works. Award: The Court awarded that employment of stayers should continue to be dealt with in accordance with the terms of the Agreement of January 25, 1951. (March 28, 1951.)

No. 2307. Railway Shopmen. Reference: Dispute regarding employment of holders-up at Stratford Locomotive Works. Award: The Court recommended that the practice of upgrading men to positions of holder-up on boiler work be continued, except that men dismissed owing to redundancy should be reinstated before other men were upgraded. (March 28, 1951.)

No. 2308. Railway Shopmen. Reference: Dispute regarding proposed introduction of pneumatic tools for use by Tuber-Stayers at Stratford Motive Power Depôt. Award: The Court awarded that the following operations should normally be performed by pneumatic tools: chipping of beadings, ripping (either end), cutting or nicking, smokebox end; expanding; laying back; beading (small tubes). This Award does not preclude management from using boilersmiths on this work when it is exceptionally convenient or economic to do so. (March 28, 1951.)

No. 2309. Petroleum Refinery. Reference: That height money should be paid on the following scales: 30 ft. above ground 3d. per hour above normal rates; for every additional 10 ft. 1d. per hour extra above normal rate. Award: The Court awarded rates of pay as follows: Men working above 30 ft. but less than 50 ft. from the ground 1d. per hour; above 50 ft. but less than 100 ft. 2d.; above 100 ft. but less than 150 ft. 4d.; above 150 ft. but less than 200 ft. 8d.; above 200 ft. but less than 250 ft. 1s.; above 250 ft. but less than 300 ft. 1s. 4d. (April 6, 1951.)

No. 2310. Medical Research. Reference: That non-medical members of the scientific staff should receive salary increases at the same rate as those given by the Medical Research Council to medically qualified staffs from April 1, 1949. Award: The Court found in favour of the claim and awarded accordingly. (April 6, 1951.)

No. 2311. Government Industrial Establishments. Reference: That rate of pay for male adult unskilled labourers in the London area covered by the Miscellaneous Trades Joint Council shall be 112s. for a 44 hour week. Award: The Court awarded that the rate be 108s. for a 44 hour week. (April 6, 1951.)

No. 2312. Lighterage Industry. Reference: Dispute concerning wages and conditions of roadsmen employed in the Legal Quay Section of the industry. Award: The Court awarded that as from September 3, 1951, wages and conditions of roadsmen in the Legal Quay Section shall be the same as those in the Rough Goods Lighterage Trade as contained in the agreement of July 7, 1948. (April 13, 1951.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1633. Rates of Wages and Length of Annual Holiday of Certain Workers Employed by a Firm of Metal Foil Manufacturers at their Works at Barking. Claim: For additional week's holiday with pay, and for 3d. per hour increase to female operatives of 18 years and over, and 2d. to those under 18. Award: The Tribunal awarded minimum hourly rates for female operatives as follows: 18 years, 1s. 7½d.; 19, 1s. 7¾d.; 20, 1s. 8d.; 21 and over, 1s. 8¼d. The claim for operatives under 18 was not established. The claim for holidays was agreed with the company and withdrawn. (March 21, 1951.)

No. 1634. Claim for Increase in the Rate for Certain Workers Employed by a Motor Manufacturing Firm at Coventry. Claim: For increase in rate of workers employed on the construction of van metal bodies. Award: Claim not established. (March 28, 1951.)

No. 1635. Minimum Basic Rate for Certain Workers Employed by a Firm of Motor Manufacturers at Birmingham. Claim: For payment of minimum rate of 42s. pre-consolidated to workers employed on mounting operations in the lorry section. Award: Claim not established. (March 28, 1951.)

No. 1636. Salary Scales of Certain Clerical Workers Employed by a Shipbuilding and Engineering Company at Birkenhead. Claim: For the introduction of specified salary scales for workers employed in the Time-Keeping Department. Award: Claim not established. (March 29, 1951.)

No. 1637. Minimum Basic Rate for Certain Workers Employed by a Firm of Motor Manufacturers at Birmingham. Claim: That all workers employed on body shop operations should be paid a basic minimum rate of 62s. 4d. plus National Award. Award: Claim not established. (March 29, 1951.)

No. 1638. Claim in Regard to the Rate and Tonnage Bonus to be Paid to a Labourer when Employed on a Particular Job by a Firm of Constructional Engineers in Middlesborough. Claim: For payment of enhanced rate and tonnage bonus to a labourer when working with a squad of grit blasters and metal sprayers employed on piece-work. Award: The Tribunal awarded a merit allowance of 5s. per week to a labourer for such time as the squad may be employed on piecework. They further awarded that a payment at the rate of 5s. per week be made to a particular labourer who was so employed between March, 1950 and August, 1950. (March 30, 1951.)

No. 1639. Rates of Wages and Conditions of Employment of Clerical Workers Employed by a Firm of Food Manufacturers at Their Wellington (Somerset) Establishment. Claim: For following wage scales: adult males £6 per week; adult females £5 5s. per week; and for all hours worked in excess of 40, time-and-a-half, with the exception of Sundays and Bank Holidays, when double-time should be paid. Award: Claim not established. (April 3, 1951.)

No. 1640. Annual Holidays in the Boot and Shoe Manufacturing Industry. Claim: For additional week's annual holiday with pay. Award: In favour of workmen. (April 4, 1951.)

Looking ahead

WELFARE AND PRODUCTION EQUIPMENT TO BE INSTALLED

Ayr.—Plans submitted: Canteen and cleansing facilities, Saltpans Road, £16,250, for Scottish Agricultural Industries Ltd.

Basildon (Essex).—Tenders will be obtained in the near future for the erection of a two-storey factory for Nufloor Ltd., Hackney, E.9, to plans by Clifford Strange and Associates, 4 London Wall Buildings, E.C.2.

Billingham. — Billingham-on-Tees U.D.C. reports that Thomas Swan and Co. Ltd., of Rugeley, Staffs, have approached the U.D.C. with proposals to acquire a site for the erection of a light chemical factory. Imperial Chemical Industries Ltd. are to carry out large additions to the sulphuric acid plant at Billingham. The work will cost about £2,000,000 and will take about three years to carry out.

Blandford.—The T.C. is recommended to approve plans for erection of a factory adjoining Morden Lodge, for Salway, Morgan and Co. Ltd., West Quay Road, Poole.

Bristow (Herefords).—A site on Wye Lea Estate has been acquired by Cadbury Bros. Ltd., in connection with proposed new chocolate factory.

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Bromsgrove.—Plans approved by the R.D.C. for a medical station at Stoke Works, for I.C.I. Ltd.

Burnley.—Plans submitted: Garage and canteen, Junction Street, for Hortus Printing Works Ltd.

Cambridge.—A factory, to cost £150,000, is proposed by Pye Ltd., Radio Works, Cambridge. The Minister of Local Government and Planning has given the British Portland Cement Manufacturers permission to work chalk and marl for the manufacture of cement at the Norman Cement Works, Cambridge.

Clydebank.—A new factory, to cost £260,000, is proposed by Scottish Industrial Estates Ltd., 3 Woodside Place, Glasgow, C.3.

Coventry.—Preliminary ground work is beginning on the site in Broadgate, Coventry, where Messrs. Owen Owen (Coventry) Ltd., of Coventry, are to erect departmental stores at a cost of £575,000, and a building licence at this figure has been secured. Work on the superstructure should begin in about six months. Plans include a restaurant and a cafeteria. The architect is Mr. Rolf Hellberg, 13 Queen Victoria Road, Coventry.

Dagenham.—Mr. F. J. F. Broodsbank, 26 Mawney Road, Romford, is the architect for a factory and offices proposed by David Dowling and Co. Ltd., on the Hainault Industrial Estate, for which B.C. approval has been granted.

Darlington. — A contract has been placed for the erection of an extension to a factory on Aycliffe Trading Estate, Darlington, for Bakelite Ltd., 18 Grosvenor Gardens, London, S.W.1. The consulting engineers are Sir Alexander Gibb and Partners, Queen Anne's Lodge, London, S.W.1, and the total cost is estimated at £450,000.

Douglas (Lanarks).—Mr. D. D. Jack, of the National Coal Board, 24 Royal Circus, Edinburgh, is the architect for extension of the pithead baths.

Enfield.—Land and Property Trust Ltd., 32 Shaftesbury Avenue, W.1, propose rebuilding factory premises at 89 Worship Street, E.C.1, to plans by Turnbull and Partners, 48 Cannon Street, E.C.4. Showrooms, messrooms, etc., are proposed at 113-119 Lancaster Road, by C.W.S. Ltd., to plans by the Chief Architect, W. J. Reed, 99 Leman Street, E.1. Plans submitted: Canteen building, Butilux Works, Lockfield Avenue, Steel Bros. (Cabinet Manufacturers) Ltd.

Guildford.—Mr. K. F. Wray, 43 Gildredge Road, Eastbourne, is the architect for proposed factory reconstruction for Purnell and Co. Ltd.

Hemel Hempstead.—A new factory, to cost £100,000, is proposed by Addressograph-Multigraph Ltd., Oxgate Lane, London, N.W.2.

Hull.—The Imperial Typewriter Co. Ltd., of Leicester, are to make a start forthwith on the erection of a £500,000 factory on a 14 acre site at Hedon Road, Hull. Licences will be forthcoming for £330,000 worth of building work to begin. Eventually, the firm will employ 3,000 people. Yates, Cook and Darbyshire, 43 Great Marlborough Street, London, W.1, are the architects for large blocks of offices, factory, etc., to be erected in Dansom Lane for Reckitt and Colman Ltd., to replace war-damaged premises.

Lerwick.—Town Council will send to the Scottish Home Department a proposal by Shetland Chamber of Commerce and Shetland Woollen Industries Association Ltd., to build a new woollen mill near Lerwick, to cost £52,000, and to buy an existing mill at Baltasound, island of Uist, at £17,500.

London, W.—The Ministry of Works has placed a building contract with Dearsley and Carter Ltd., Hammersmith, W., for the construction of a canteen at Berkeley Square House, W.1.

London.—Messrs. Chamberlain and Willows, architects, 23 Moorgate, London, E.C.2, have prepared plans for a new distillery, offices, proposed at junction of Goswell Road and Moreland Street, Finsbury, by Tanqueray, Gordon and Co. Ltd., 132 Goswell Road, E.C.1, at a cost of £250,000.

London.—C. Gardiner Ltd., will erect a factory at Bermondsey Street, S.E., to plans by R. B. James and Partners, 13 Northwold Road, N.16.

London, E.C.—R. and J. Hill Ltd., 66 Great Eastern Street, E.C.2, propose factory and offices reinstatement at Leonard Street, E.C.2.

Luton. — The Kingsway Housing Association is to erect fifty-eight houses at Cannon Lane, Stopsley, Luton, for employees of D. Napier and Son Ltd., and The English Electric Co. Ltd.

Newcastle-on-Tyne.—Plans by J. M. Angus, 21 Lovaine Place, Newcastle, for a factory for W. Dix and Co., have been approved.

Northampton.—Bassett-Lowke Ltd., St. Andrew's Street, Northampton, propose erection of a factory and offices and have acquired a large site on the Dallington Fields Industrial Estate. The architects are Sir John Brown, A. E. Henson and Partners, 30 Billing Road, Northampton.

North Shields.—Tasker and Child, Trinity Buildings, New Bridge Street, Newcastle-upon-Tyne, are the architects for the proposed rebuilding of fish oil factory in Union Road and Tanners Bank for R. Irvin and Sons Ltd.

Oldham.—Extension of West End Ironworks, Middleton Road, for Joseph Toole Ltd. Extension of factory and canteen at Elliott Street, for Boden Davis Ltd.

Peterhead.—An extension, to cost £23,000, is proposed by Crosse and Blackwell Ltd., 20 Soho Square, London, W.1.

Porth.—A factory is proposed by the Del Guerra Oilskin Co. Ltd., 24 Tudor Lane, Cardiff.

Scotland.—Very extensive plans to establish electronic research establishments and factories in Scotland have been approved by Government Departments after protracted negotiations between these Departments and the Scottish Council for Development and Industry. Reports reveal that these projects will cost many millions of pounds. They are, at present, being considered by Mr. Hector McNeil, Secretary of State for Scotland.

Scotland, East Kilbride.—The East Kilbride Development Corporation has received approval for new jet engine factory of 500,000 sq. ft. proposed at East Kilbridge. Large extensions are proposed to works in Glasgow Road by Maver and Coulson Ltd., to plans by own architects.

Sheffield.—A new factory is proposed by Rhodes Bros., 37 Newcastle Street, Sheffield 1.

South Shields.—The T.C. has agreed to spend £70,000 erecting new factories for three firms whose existing premises are to be pulled down under a development scheme. The Borough Engineer is John Reid.

Surbiton.—Plans submitted: Factory, Roebuck Road, for Gattey (Kingston) Ltd. Extensions of factory, Hook Rise, for Andre Rubber Co. Ltd.

Swindon.—A new factory is proposed for the Wessex Guild Ltd., Morley Street, Swindon.

Wallasey.—The B.C. has granted permission to Cadbury Bros. Ltd., to erect a factory at the Moreton Industrial Estate between Pasture Road and Reeds Lane, subject to submission of detailed plans.

Walsall.—The architects for a factory proposed by Healey Mouldings Ltd., are Sanders and Proffitt, 145 Lichfield Street.

Watford.—The B.C. is to inform British Drug Houses Ltd., that it is prepared to lease them 38 acres of land.

Wembley.—Approval of Wembly Borough Council has been received for plans of eleven new factories proposed on the B.E.E. Grounds, between North End Road and Palace of Engineering. The architect is S. J. Gray, 30 Bedford Square, London, W.C.1. A new factory is proposed by A. Wardle and Sons Ltd., Exhibition Grounds.

West Bromwich.—Plans submitted: Factory extension at Bilport Lane, for Stewart and Lloyds Ltd. A factory at Bull Lane, for J. and W. Malley Ltd. New factory at Bromford Lane, for Victoria Spring Co. Factory at Friar Park Road, for J. Finegan and Sons Ltd. Rebuilding fire-destroyed factory at Holloway Bank, for Jubilee Caravans Ltd.

523.

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Film Loops Can Aid Study of Complex Operations

This ingenious adaptation of the instructional film does much to enhance the value of training courses.

THE Explosives Division of I.C.I. Ltd. has given an interesting lead in Scotland by the use of loop films for industrial educational purposes.

Background to the use of loops is the fact that they can be run in slow motion, repeated, or stopped dead, when projected by 16 mm. ciné equipment. In one I.C.I. loop film, the subject matter is the handling of bales, boxes and barrels. It demonstrates how such films can be employed to advise workers on the best method of doing specific jobs speedily and with safety. Often they can be linked up with booklets which repeat the diagrams or illustrations appearing in the film.

Our film correspondent writes:

It is perhaps in the nature of visual aids that in the educational field no one aid is ever a perfect tool of instruction. Thus, if the silent and sound film has made it possible for an apprentice to study a factory's machinery in the quiet of the classroom, neither silent nor sound film can provide him with more than a glimpse of the workings of the combustion engine or any other involved operation.

How Loops Are Made

For concentrated study of any one precise movement, or for cyclic movement, the film loop is very useful. There is no mystery in its making. It is simply a strip of film with its two ends joined. It is always an excerpt from a film, requiring more detailed study, and for this reason it is frequently photographed in slow motion.

A film loop may vary in length from 12 in. to 30 ft. A 12 in. loop would show a very short action no fewer than 25 times in a minute at silent speed. Naturally, the passing of the whole loop over the gate and pull-down mechanism of the projector, gives the loop a very short life, and however good the joint in the loop may be, it causes a certain loss of registration and is a nuisance owing to its continual recurrence. The ideal length of a film loop is between 6 ft. and 9 ft.

On a sound projector, because the projector is "built-in," one cannot use film loops of less than 4½ ft. One cannot fix an arbitrary length for film loops, because the minimum length of any film loop is determined by the minimum number of separate pictures necessary to encompass the particular illustration.

A 9 ft. loop allows one 360 frames, a 24 ft. loop (rather unwieldy) gives one 960 frames. Many users of film loops find, in fact, that it is better to have a sequence involving more than 360 frames threaded on to a spool in the normal way, and by joining together several prints of the same sequence, getting continuity in this manner.

In fact, it is a compromise with the main purpose of loops, which is to allow an instructor to show one particular movement or cyclic movement for as long as he likes.

PERSONNEL MANAGEMENT AFLOAT

(Continued from p. 545)

pania" (16,000 tons) was commissioned in 1943 as an escort carrier and had a distinguished war-time career, particularly on convoy duty to Murmansk. She has been loaned for the Festival by the Admiralty and converted as an exhibition ship showing the "Origins of the British Isles and of the British People.

The theme follows closely that of the South Bank Exhibition, but the story is told whenever possible from a maritime angle. Displays illustrate sea and shipping, industry, transport, agriculture, homes and gardens, etc. An open air café on the flight deck makes a pleasant stopping place for rest and refreshment, while thirst of another kind can be quenched in "The Lord Nelson." And added to the interest of this most attractive exhibition is the incurable delight most people feel at being aboard ship. F.S. "Campania" is calling at ten ports this summer. She can accommodate 2,500 visitors at a time and it is estimated that there will be a daily attendance of 10,000.

A visit to the Festival Ship would prove a memorable works outing, as well as an interesting sidelight on some problems of personnel management afloat.

[Since this article was written, Col. Johnson has handed over the post of senior management officer to Mr. Warde, formerly of the South Bank exhibition site.]

A Square Deal for Office Workers

THE 5,500 strong Birmingham branch of the National Association of Local Government Officers and the West Midland district committee of the association are taking the lead in inaugurating a campaign to secure legal enactment covering adequate working space, ventilation and lighting for office workers. They urge, in short, a species of Factory Act for clerical workers, and will bring the matter before the June conference of the N.A.L.G.O. at Blackpool.

THE MONTH'S DATES

Burton Manor
June
11-16 "Supervisory Management."

Holly Royde
18-22 "Work and Leisure in the World Today."

Industrial Welfare Society
1-4 "Human Relations in the Office." Course for executives. Ramsgate.
6 "Preparing a Works Handbook." London. 2.30 p.m.
30-July 4 "People at Work." Festival Conference. Keble College, Oxford.

Institute of Economic Engineering
1 "Training Work Study Engineers." Winston Rodgers, B.Sc. Ward's Irish House, Princes Street, London, S.W.1. 7 p.m.
8 "First Things First." A. G. Northcott. The George Hotel, Kingsbury, London. 7 p.m.

Institute of Industrial Administration
15 "The Law and the Executive." F. W. Oakley. School of Hygiene and Tropical Medicine, Keppel Street, London, W.C.1. 7 p.m.

Institute of Personnel Management
26-29 Conference for Overseas Visitors. St. Catherine's College, Cambridge.

Institute of Welfare
9 Welfare Officers' Conference. The Polytechnic, Regent Street, London, W.1. 9.30 a.m.

National Institute of Industrial Psychology
11 Follow-up Conference for Supervisors.

Pendley Manor
4-10 Course for Foremen and Supervisors.

Urchfont Manor
1-3 "Some Factors in Personnel Management."
11 "Negotiation and Consultation."

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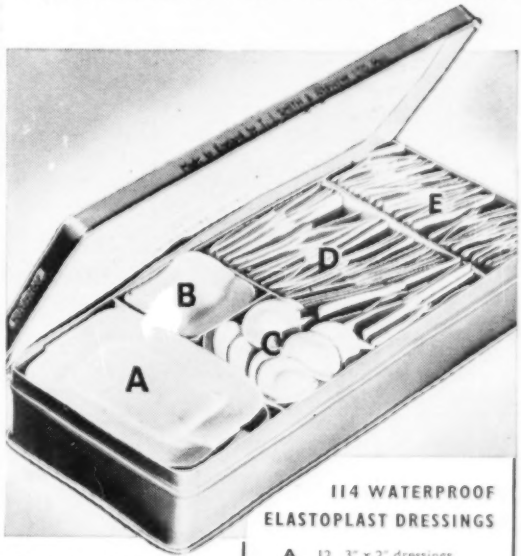

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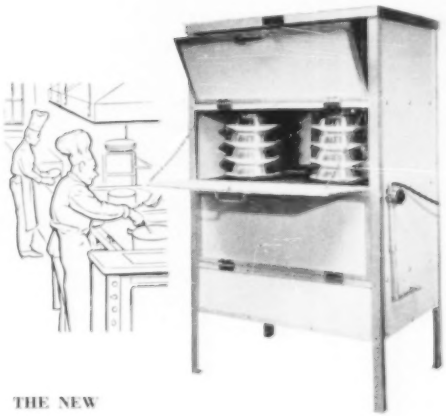

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Printed for the Proprietors, The Shaw Publishing Co. Ltd., 180 Fleet Street, E.C.4 (CHA. 8844), by the Sidney Press Limited, London and Bedford. June, 1951. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.